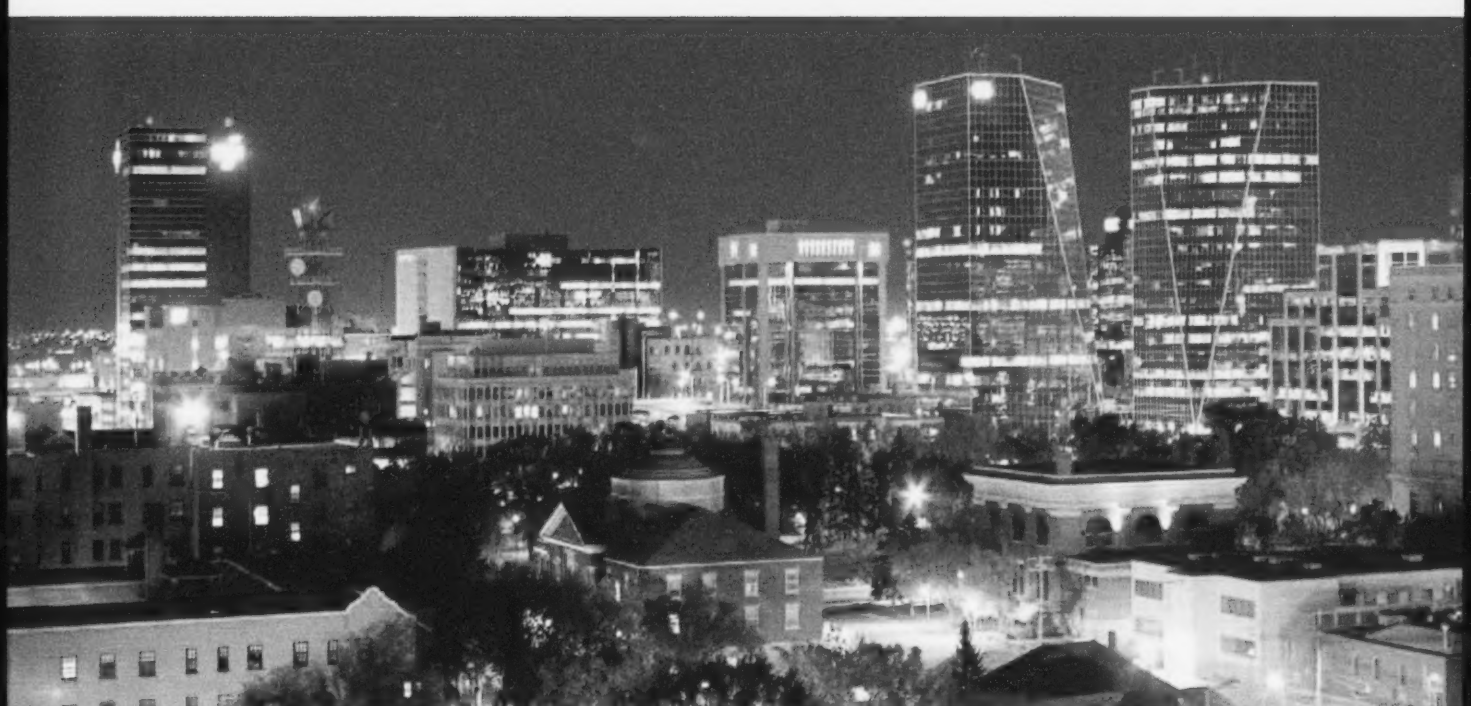
2011

CITY OF REGINA

GENERAL OPERATING BUDGET

AS APPROVED BY CITY COUNCIL



City of Regina | REGINA
Infinite Horizons

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Office of the City Manager
December 20, 2010

To: His Worship the Mayor,
and Members of City Council

Re: 2011 General Operating Budget and Other Funds Budget

Pursuant to Sections 128 of *The Cities Act*, City Council is required to adopt an operating and capital budget. The budgets summarized in this document are the proposed 2011 General Operating Budget and the 2011 Costing Fund Budget. The General Operating Budget for 2011 includes a 4.00% municipal mill rate increase. The 2011 General Operating Budget totals $287 million in expenditures, an increase of $18.1 million or 6.7% over 2010.

The 2011 General Operating Budget reflects City Council's Vision:

Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.

This vision provided the starting point for the development of the Corporate Strategic Plan – *Accelerating Excellence*, with four Strategic Priorities to guide our budget process.

The Strategic Priorities established in *Accelerating Excellence* include:

- Managing Growth and Community Development;
- Strengthening City Infrastructure and Managing Assets;
- Achieving Operational Excellence; and
- Ensuring Organizational Capacity and Effectiveness.

The budget provides City Council an opportunity to prioritize and invest in those areas that it feels will best address the needs of the community. The City of Regina continues to grow and diversify, and this budget is intended to work toward supporting these changing needs. Guided by the City's Vision, but also respecting the need to minimize the burden on tax payers, the primary areas of investment in 2011 are as follows:

- Maintaining our commitment to service to the community
- Managing and servicing the unprecedented growth the City has seen in the last five years
- Tackling the challenges of an aging infrastructure
- Renewing our Official Community Plan so that we are ready to meet the opportunities and challenges of future years

The process of more rigorous strategic and business planning at the City of Regina has been transformational. We have become more thorough in our analysis and more focused in our choices so that we can ensure that citizens continue to see their community move towards the Vision while Regina remains an affordable place to live.

The process has increased our understanding about some of the challenges that we will be facing in the future. As the city grows, these challenges are becoming more pressing and immediate. Both population growth and the growth of industry in the city create a need to develop additional infrastructure and services for new areas, while continuing to maintain and even enhance services in existing areas. We now understand that meeting these two agendas is likely to result in increasing financial pressure for the City and ultimately for our citizens. While we are not yet fully aware of the size, scope and timing of this impending financial challenge, we anticipate that it will require careful maneuvering by the City of Regina to ensure that we can successfully meet it.

Over the next few years, we will be working diligently both behind the scenes and in consultation with citizens to grapple with these challenges. Early in 2011, citizens will begin to see opportunities to provide input to the City on future plans and priorities through the **Official Community Plan (OCP) process.**

In the meantime, the focus of this budget has been to **maintain existing services**, including the **expansion of those services to new areas of Regina**, to begin to tackle the issue of our **aging infrastructure**, and to **minimize the burden on our tax-payers**. This approach is reflected in the 2011 general operating budget through:

- Support to cover unavoidable cost increases across the organization including within the Regina Police Service.
- Continuation of the Street Infrastructure Renewal Program, improved lights and traffic controls, bridge rehabilitation and water, sewer and drainage projects.
- Investment to address the growth of the community, including new streets and roads, improvements to our waste system and continued community investment funding.
- Resources to expand Regina's transit service to new areas of the city and to better manage our transit assets.
- Providing value for tax dollars, including maintaining competitive tax rates and maintaining a strong credit rating.
- Resources to become the best run municipality including investment to recruit and retain talent, renew operational assets, and support public accountability.

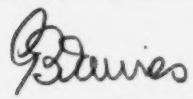
The increase also includes estimated additional costs for wages and benefits totaling $6.6 million. The City is facing the same impacts as other employers from the shortage of labour resulting from demographic trends and the economic growth in Western Canada. These pressures are reflected in the higher labour costs seen in other public sector organizations as well as across the labour market in general.

This budget was developed with $32.2 million in funding from the Municipal Operating Grant Program (MOG). This funding will continue to be invested toward supporting the delivery of community programs and services, while addressing the increased costs of community growth.

Many of the City's revenues and expenditures are subject to change due to external influences. Many factors impact revenues and/or expenditures including the weather, the cost of fuel, interest rates, gas rates and electrical rates. There could be positive or negative variances in 2010 due to these factors.

To continue to deliver programs and services in support of Regina's growth, while making progress on our vision, the City of Regina is recommending a 4.00% increase in the mill rate in 2011. The budget reflects a balanced approach to addressing the strategic priorities and an effort to strengthen the City's reserves for future needs.

Respectfully submitted,



Glen B. Davies
City Manager

Introduction

Budget Overview

The 2011 General Operating Budget recommends a 4.00% mill rate increase while maintaining our existing infrastructure and increasing services provided by the City. The 2011 General Operating Budget totals $287 million in expenditures, an increase of $18.1 million or 6.7% over 2010.

The budget provides City Council an opportunity to prioritize and invest in those areas that it feels will best address the needs of the community. The City of Regina continues to grow and diversify, and this budget is intended to work toward supporting these changing needs. Guided by the City's Vision, but also respecting the need to minimize the burden on tax payers, the primary areas of investment in 2011 are as follows:

- Maintaining our commitment to service to the community
- Managing and servicing the unprecedented growth the City has seen in the last five years
- Tackling the challenges of an aging infrastructure
- Renewing our Official Community Plan so that we are ready to meet the opportunities and challenges of future years

The process of more rigorous strategic and business planning at the City of Regina has been transformational. We have become more thorough in our analysis and more focused in our choices so that we can ensure that citizens continue to see their community move towards the Vision while Regina remains an affordable place to live.

The process has increased our understanding about some of the challenges that we will be facing in the future. As the city grows, these challenges are becoming more pressing and immediate. Both population growth and the growth of industry in the city create a need to develop additional infrastructure and services for new areas, while continuing to maintain and even enhance services in existing areas. We now understand that meeting these two agendas is likely to result in increasing financial pressure for the City and ultimately for our citizens. While we are not yet fully aware of the size, scope and timing of this impending financial challenge, we anticipate that it will require careful maneuvering by the City of Regina to ensure that we can successfully meet it.

Over the next few years, we will be working diligently both behind the scenes and in consultation with citizens to grapple with these challenges. Early in 2011, citizens will begin to see opportunities to provide input to the City on future plans and priorities through the **Official Community Plan (OCP) process.**

In the meantime, the focus of this budget has been to **maintain existing services**, including the **expansion of those services to new areas of Regina**, to begin to tackle the issue of our **aging infrastructure**, and to **minimize the burden on our tax-payers**. This approach is reflected in the 2011 general operating budget through:

- Support to cover unavoidable cost increases across the organization including for the Regina Police Service

- Continuation of the Street Infrastructure Renewal Program, improved lights and traffic controls, bridge rehabilitation and water, sewer and drainage projects.

- Investment to address the growth of the community, including new streets and roads, improvements to our waste system, continued community investment funding, and new investment in the Downtown City Square project

- Resources to expand Regina's transit service to new areas of the city and to better manage our transit assets

- Providing value for tax dollars, including maintaining competitive tax rates and maintaining a strong credit rating

- Resources to become the best run municipality including investment to recruit and retain talent, renew operational assets, and support public accountability.

The increase also includes estimated additional costs for wages and benefits totaling $6.6 million. The City is facing the same impacts as other employers from the shortage of labour resulting from demographic trends and the economic growth in Western Canada. These pressures are reflected in the higher labour costs seen in other public sector organizations as well as across the labour market in general.

This budget was developed assuming $32.2 million in funding from the Municipal Operating Grant Program (MOG). The Provincial Government has committed that this grant will increase from the 2010 grant level to the Province's original commitment of 1/5 of provincial sales tax revenues. This represents an increase in the contribution of $6.3 million.

The 2011 budget for the Board of Police Commissioners is $62.8 million, an increase of $3.4 million or 5.7% over the 2010 budget. The capital contribution required for the Board of Police Commissioners for 2011 is $1,083,000 and an additional $391,200 from the General Fund Reserve.

Many of the City's revenues and expenditures are subject to change due to external influences. Many factors impact revenues and/or expenditures including the weather, the cost of fuel, interest rates, gas rates and electrical rates. There could be positive or negative variances in 2010 due to these factors.

To continue to deliver programs and services in support of Regina's growth, while making progress on our vision, the City of Regina is recommending a 4.00% increase in the mill rate in 2011. The budget reflects a balanced approach to addressing the strategic priorities, including the use of a portion of the 2010 surplus.

	2007	2008	2009	2010	2011	5 Year Average
Calgary	4.00%	4.50%	5.30%	4.79%	5.00%	4.72%
Edmonton	4.95%	7.50%	7.30%	5.00%	5.00%	5.95%
Red Deer	9.76%	8.66%	7.05%	3.31%	Note[1]	7.20%
Saskatoon	4.76%	5.44%	3.41%	3.86%	Note[1]	4.37%
Regina	3.91%	2.84%	0.00%	4.00%	4.00%	2.95%

Notes:
1. Information is not available at this time.

2011 Budget Process

The budget process always involves difficult choices. A key aspect of the budget process is that City Council is making choices on behalf of the community. With the limited resources available, it is important that each year's budget process involves the establishment of priorities. Many Canadian cities, Regina among them, have developed multi-year strategic plans to help guide the resource allocation process. Building on the strength of work carried out over the past few years, the 2011 budget was developed based on priorities established through City Council's Vision for Regina, the Corporate Strategic Plan and an assessment of future issues and opportunities faced by the organization.

The approach to developing the 2011 Budget focused on identifying strategic priorities and allocating resources to those priorities to avoid having budget limitations drive the strategy. Divisions identified requirements for ongoing and one-time initiatives and evaluated them according to the strategic priorities. Divisions also identified opportunities where existing resources could be reallocated toward the strategic priorities.

The Planning Context for the 2011 Budget

The City of Regina's Vision continues to be the basis for planning:

Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.

Background

In 2007, the Executive Leadership Team approved our first, five-year corporate strategic plan: *Accelerating Excellence, 2008-2012*. This plan includes four strategic themes: Achieving Operational Excellence; Strengthening City Infrastructure and Managing Assets; Managing Growth and Community Development; and Ensuring Organizational Capacity and Effectiveness.

Since that time, we have used this strategic plan as the basis for ongoing business and operational planning across the organization. We have also monitored our performance against this plan.

The introduction of strategic and business planning at the City of Regina has been transformational. We have become more rigorous in our analysis and more focused in our choices so that we can ensure that citizens continue to see their community move towards the Vision while remaining an affordable place to live.

As the City has ventured down the path of more rigorous planning and performance monitoring, we have learned much more about where our strengths are and where our challenges lie. This information has allowed us to adapt the plan as we go along, ensuring that we focus our efforts on the most important things.

But this process has also increased our understanding about some of the challenges that we will be facing in the future. As the city grows, these challenges are becoming more pressing and immediate. Both population growth and the growth of industry in the city create a need to develop additional infrastructure and services for new areas, while continuing to maintain and even enhance services in existing areas. We now understand that meeting these two agendas is likely to result in increasing financial pressure for the City and ultimately our citizens. While we are not yet fully aware the size, scope and timing of this impending financial crunch, we anticipate that it will require careful maneuvering by the City of Regina to ensure that we can successfully meet the challenge.

Over the next few years, we will be working diligently both behind the scenes and in consultation with citizens to grapple with these challenges. Early in 2011, you will begin to see opportunities to provide input to the City on future plans and priorities. We will also be continuing to examine and assess our programs and services as well as our options. We look forward to engaging with you in this discussion.

Budget Development

The basis of planning at the City of Regina is the four strategic themes from *Accelerating Excellence*. These themes represent how the City thinks about its business:

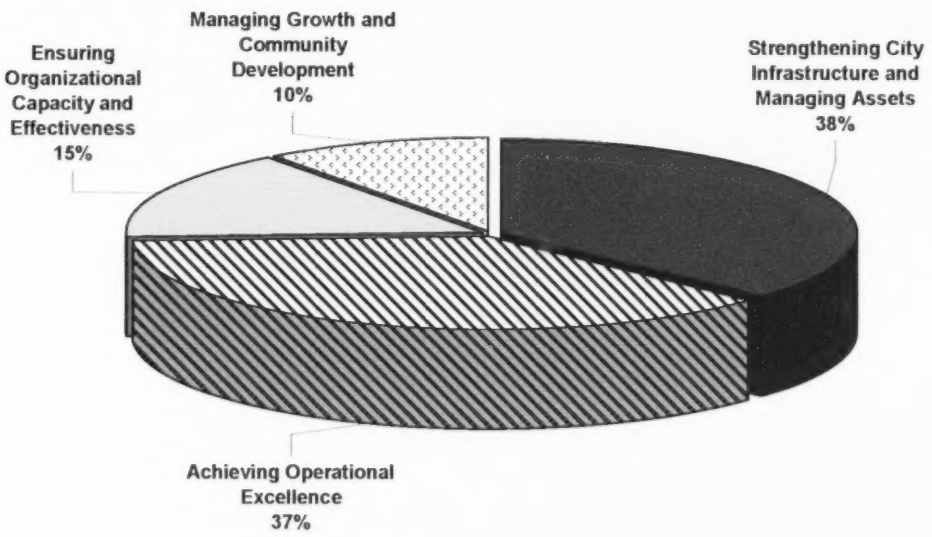
- *Strengthening City Infrastructure and Managing Assets*: This strategic theme is related to strengthening our City infrastructure systems and managing our tangible capital and financial assets. It ensures that our City is strong, well-maintained, and financially sustainable.

- *Ensuring Organizational Capacity and Effectiveness*: This strategic theme ensures we have the right people and processes in place, that we are as effective and efficient as possible, and that we are continuously improving. It includes the City's effort to better plan and forecast its business so that we can anticipate and effectively address challenges.
- *Managing Growth and Community Development*: This strategic theme ensures we anticipate and prepare for our City's growth and are responsive to the needs of our community. It includes the development of new infrastructure to support development and planning and designing a vibrant and liveable city.
- *Achieving Operational Excellence:* This Strategic theme focuses on providing excellent customer service to our community through the delivery of quality programs and services.

These priorities informed divisional and departmental business plans, which reflect the operational response to the corporate strategic plan. The budget process is the last step of the planning process – the step by which resources are allocated to various programs, services, activities and initiatives.

Historically, the majority of resources have been allocated to the two themes that represent the core of the City's relationship with its citizens – Strengthening City Infrastructure and Managing Assets and Achieving Operational Excellence (infrastructure and programs and services). The two categories have typically seen more than 70% of the City's operational budget allocated to them and this continues to be the case for 2011.

General Operating Budget Percentage of Expenditures by Strategic Theme – 2011


Managing Growth and Community Development 10%
Ensuring Organizational Capacity and Effectiveness 15%
Strengthening City Infrastructure and Managing Assets 38%
Achieving Operational Excellence 37%

2011 General Operating Expenditures

The 2011 budget development process was driven by three priorities:

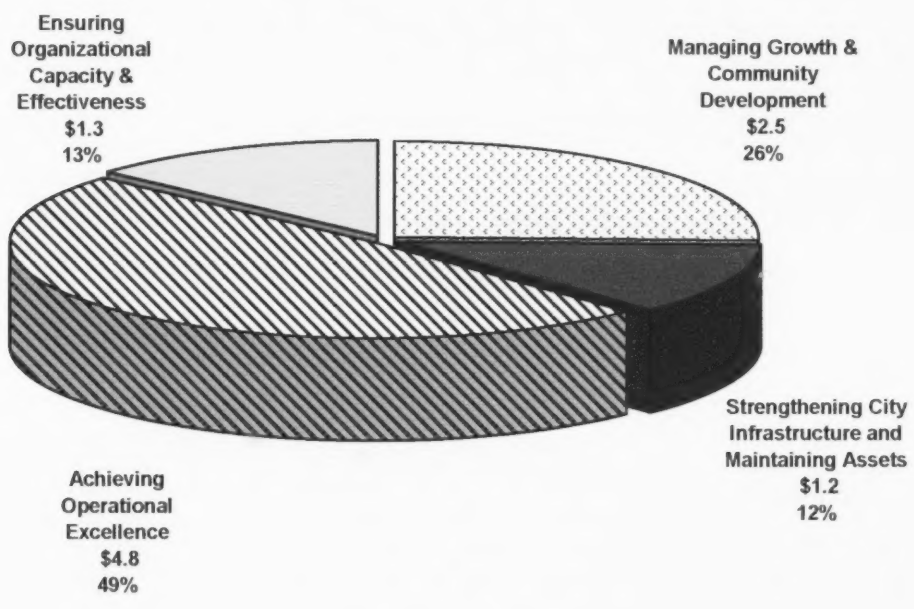
1. Maintaining our commitment to service to residents
2. Implementing major initiatives identified as priorities
3. Ensuring we continue to improve how we operate

As the City of Regina considered this year's budget allocations, it became clear that there were considerable pressures caused by the record growth we have seen in the last three years. We have more kilometres of roads to keep clean in the winter, more households where garbage service needs to be provided, and more people to serve on a daily basis. We needed to make budget decisions to address these pressures while minimizing the burden on taxpayers.

The figure below shows how the new resources included as part of this year's budget have been allocated. The largest portion of the resources (almost 40%) are allocated to the programs and services delivered to citizens. These are largely driven by cost increases. The next largest allocation is in the Managing Growth theme. The vast majority of these costs are associated with the increase in the number of households and the geographic area of the City. The City has also proposed some incremental spending to ensure that, as an organization and employer, it can continue to operate efficiently and effectively.

The net result of investments in these areas, combined with the desire to minimize the impact on property taxes, is that only a small proportion of the incremental resources are being spent on infrastructure maintenance. As the City's infrastructure ages, limiting maintenance efforts could result in more cost over the longer term – replacement as opposed to repair, larger more complex repairs, etc. This inevitably leads to increased cost in capital infrastructure rehabilitation. The choice to invest in growth and other cost increases at the expense of infrastructure maintenance is not sustainable over the longer term and the City will have to grapple with this issue in the coming years.

New General Operating Expenditures by Strategic Priority – 2011
(millions of dollars)



The following sections provide more detail about the factors driving the strategic priorities and how the requests for additional or one-time funding are linked to those priorities:

Managing Growth & Community Development

This Strategic Priority ensures we anticipate and prepare for our City's growth and are responsive to the needs of our community. Experience in Western Canada has shown the importance of properly managing growth. It is vitally important that growth be managed proactively, and that citizens who may be unable to fully participate in the positive economic climate are not forgotten. Anticipating and preparing for Regina's growth and being responsive to the needs of our community helps the City remain vibrant and sustainable.

Prior to 2007, for many years, the City had been operating in an environment where growth in terms of residential and commercial development was relatively slow. The current conditions require some shifts in the way services are delivered, and in the way resources are allocated.

For the value of building permits issued, 2010 appears to be close to matching 2009, which was the seventh consecutive record year. Housing values have remained strong in Regina. The housing price increases that occurred through 2009 have stabilized and remained strong. Rental accommodations continue to face pressure with low vacancy rates and increases in average rent in the range of 10% per year.

Saskatchewan continues to lead the rest of Canada in most economic indicators. While Saskatchewan did not completely escape the impact of a global recession in 2009, Regina's economy lost no ground. Projections for 2010 suggest that the provincial economy will remain strong and Regina's economy will grow by 3.5%, with growth in 2011 projected to continue at a rate of 3.2% *(Conference Board of Canada)*. Net migration to Saskatchewan continues to be positive and more people are calling Regina home. The commercial/industrial sector in Regina continues to do well. Employment levels are strong, with one of the lowest unemployment rates in Canada (4.9%).

The 2011 General Operating Budget includes additional funding for the following items on an ongoing basis, related to Managing Growth and Community Development:

	Description	2011 Cost	2011 Full Time Equivalent Positions Permanent	Casual
1.	Fee and Operational Review Implementation[1]	550,000	13.0	-
2.	Transit Service to Grasslands	303,100	3.0	-
3.	Reinstatement of Subdivision Inspection Program	225,800	3.0	-
4.	New Open Space - Maintenance	182,000	-	3.3
5.	Increased Business at Landfill	159,700	2.6	-
6.	Rural Roads - Annexed 11 KM	111,300	1.0	-
7.	Regina Regional Opportunities Commission	100,000	-	-
8.	Senior Planner	90,000	1.0	-
9.	Operation of New Landfill Dozer	80,600	1.8	-
10.	Traffic Technologist	73,400	1.0	-
11.	Additional Street Lights for Urban Highway Connector Program	68,500	-	-
12.	Sweeping - Additional KM	50,000	-	0.3
13.	Increased Festival Funding	50,000	-	-
14.	Population Growth (Solid Waste Collection)	47,500	-	0.3
15.	Growth of City/Additional Sidewalks, curbs median etc.	35,900	-	0.8
		2,127,800	26.4	4.7

Note

1. Fee and Operational Review Implementation
   The annual cost of this initiative is $824,200. This initiative will not go into effect until April 1st, consequently only nine months of funding has been requested for 2011.

The 2011 General Operating Budget includes the following funding on a one-time basis related to Managing Growth and Community Development:

	Description	2011 Cost	FTE's Casual
1.	Recreation Facility Plan - Support to Implement Recommendations	100,000	-
2.	Revitalizing Downtown Communications	100,000	-
3.	Parking Study Consultant	75,000	-
4.	Immigration Trends	40,000	-
5.	Urban Aboriginal Leadership Program	35,000	-
6.	Crime Prevention Week	2,000	-
		352,000	-

Strengthening City Infrastructure & Managing Assets

This Strategic Priority is related to strengthening our City infrastructure systems and managing other tangible and financial assets. It ensures that our city is strong and financially sustainable.

The existing municipal infrastructure is aging and investment has not kept pace in maintaining optimal infrastructure condition levels and ensuring that lifetime investments required are minimized. The City's total infrastructure has a replacement value in the order of $10 billion and an additional $2.1 billion of additional infrastructure is required over the next ten years.

The City faces challenges in maintaining the wide assortment of infrastructure used to deliver City services. In Regina, there are over $10 billion worth of public and city operational buildings, streets, roads and sidewalks, traffic signals and signs, vehicles and equipment, parks and open space, trees and athletic fields. Over time, all of this infrastructure will require replacement but in the next ten years, $2.1 billion of new infrastructure is required. Within the current financial model, the City cannot afford to maintain and renew all of these assets, relying exclusively on property taxes as a revenue source. Indeed, even maintenance of infrastructure gets caught in the balance of continuing to provide services to more households and citizens while trying to maintain an acceptable tax burden.
When additional federal and provincial infrastructure funding is provided, it is critical that those funds be used in a manner that provides value for years to come. The City's strategy for ensuring this occurs includes:

- Implementing effective asset management techniques such as lifecycle costing and preventative maintenance programs.
- Exploring community partnerships – with both public and private organizations – to provide the infrastructure to support the services Regina's citizens require.
- Promoting rationalization of facilities and infrastructure, which could include multi-use or consolidated facilities.

The 2011 General Operating Budget includes additional funding for the following items on an ongoing basis related to Strengthening City Infrastructure and Managing Assets:

	Description	2011 Cost	2011 Full Time Equivalent Positions	
			Permanent	Casual
1.	Fleet Services - Fire Fleet Depreciation	855,000	-	-
2.	Bridge Washing	102,600	-	0.5
3.	Wireless Co-location Fees	60,000	-	-
4.	Douglas Park/Leibel Field Operations	42,500	-	0.4
5.	Electrical Engineer (conversion of FTE)[1]	32,000	-	-
6.	Fleet Services - Transit Fleet Depreciation	28,300	-	-
7.	Wireless Hardware Maintenance	20,000	-	-
		1,140,400	-	0.9

Note:

1. *Electrical Engineer (conversion of FTE)*
   The annual cost of this position is $85,000. A portion of this cost has been offset by reallocating funding from within the exisiting budget.

The 2011 General Operating Budget includes the following funding on a one-time basis related to Strengthening City Infrastructure and Managing Assets:

	Description	2011 Cost	FTE's Casual
1.	Container Maintenance	88,000	1.5
		88,000	1.5

Achieving Operational Excellence

This Strategic Priority focuses on providing excellent customer service to our community.

The City operations are comprised of many different areas of specialization, including planning and development, engineering, protection of people and property such as fire services, transportation, recreation, enforcement and safety, administration, legal services, and communication.

The citizens of Regina should expect to receive a high quality of service from their City. This strategic priority reflects the need for all areas of the City to be able to deliver high quality services in a professional and integrated manner. Our goal is to deliver excellent customer service through efficient, customer focused processes and increased customer awareness and involvement.
The majority of increases in this area in 2011 are related to increased cost to the City or increased usage by citizens.

Key to the effort to improve service, in early 2011, the City Administration will be adopting a new Public Engagement Framework that was piloted in 2009. By systematizing public engagement by the City of Regina, citizens and customers can be assured that their input will be sought and will be informed of how that input will influence any decisions to be made about kinds and levels of service.

The 2011 General Operating Budget includes the following items on an ongoing basis, related to Achieving Operational Excellence:

	Description	2011 Cost	2011 Full Time Equivalent Positions Permanent	Casual
1.	Tipping Fee Increase - Landfill	800,000	-	-
2.	Electricity Rate Increase for Street Lighting	339,700	-	-
3.	Increased Materials Costs	227,000	-	-
4.	Emergency Communications Centre Civilianization	210,200	4.0	-
5.	Sanding Increase	166,100	1.6	-
6.	Call Centre Routing Software	165,000	-	-
7.	Paratransit Contract Increase	123,100	-	-
8.	Increase Water Costs	110,000	-	-
9.	Expressway Light Maintenance program	104,500	1.3	-
10.	Public Engagement	44,800	-	-
11.	GPS Monitoring Cost Increase	43,200	-	-
12.	Neighbourhood Centres Weekend Coverage	35,000	-	0.7
13.	New #4 Fire Station Utilities	20,000	-	-
14.	Mowing Ditch Area Rural Roads/High Grade Roads	10,000	-	-
		2,398,600	6.8	0.7

The 2011 budget includes the following one-time funding requests related to Achieving Operational Excellence:

	Description	2011 Cost	FTE's Casual
1.	Evraz Arena Agreement	1,260,000	-
2.	Tipping Fee Increase - Landfill	800,000	-
3.	Provincial Bridge Funding (Solid Waste SUMA Recycling)	200,000	-
4.	Rambler Park Operations	148,200	1.6
5.	Business & Performance Support Strategist - C&PS[1]	-	1.0
		2,408,200	2.6

Note

1. Business & Performance Support Strategist - C&PS
   The annual cost of this position is $98,500. This cost has been fully offset by reallocating funding from within the Division's existing budget.

Ensuring Organizational Capacity & Effectiveness

This Strategic Priority ensures we have the right people and processes in place, that we are as effective and efficient as possible, and that we are continuously improving.

Labour market pressures have affected the City's ability to recruit a full staff complement, creating pressure on existing staff. The effort to establish strategic priorities will ensure that administration is focusing their efforts on the most important things. We have also identified areas where increased capacity will improve operations and effectiveness across the City.

The 2011 General Operating Budget includes additional funding on an ongoing basis related to Ensuring Organizational Capacity and Effectiveness, including:

	Description	2011 Cost	2011 Full Time Equivalent Positions: Permanent	Casual
1.	IT Infrastructure Resources Shift to Perm	307,000	4.0	-
2.	HR Restructuring & Redesign	164,600	3.0	-
3.	Fleet Services - Towing Compound Administration & Security Contract	162,000	-	-
4.	New Applications Maintenance Costs	131,000	-	-
5.	Software Maintenance Costs	68,000	-	-
6.	Increased Audit/Actuarial/Banking Fees	57,500	-	-
7.	Payroll Officer I	48,200	1.0	-
8.	Convert Casuals to Permanent (Concrete/Winter)[1]	15,600	2.0	-
9.	Cooordinator of Facilities Services[2]	600	1.0	-
10.	FTE Change (Casual & Asphalt/Material Services)[3]	-	-	1.6
11.	Workforce Development Coordinator[4]	-	1.0	-
		954,500	12.0	1.6

Notes:

1. Convert Casuals to Permanent (Concrete/Winter)
   The annual cost of these two positions is $96,000. A portion of this cost has been offset by reallocating funding from within the exisiting budget.
2. Coordinator of Facilities Services
   The annual cost of this position is $61,600. The majority of this cost has been offset by reallocating funding from within the exisiting budget.

Notes continued from previous page

3. FTE Change (Casual & Asphalt/Material Services)
   The annual cost of these positions is $101,900. This cost has been fully offset by reallocating funding from within the existing budget.
4. Workforce Development Coordinator
   The annual cost of this position is $66,000. This cost has been fully offset by reallocating funding from within the existing budget.

The 2011 General Operating Budget includes the following funding on a one-time basis related to Ensuring Organizational Capacity and Effectiveness:

	Description	2011 Cost	FTE's Casual
1.	Leadership Development program	155,000	-
2.	Employee Engagement Survey	80,000	-
3.	Payroll Officer II	54,000	1.0
4.	HR Restructuring & Redesign[1]	11,800	2.0
		300,800	3.0

Note:

1. *HR Restructuring & Redesign*
   The annual cost of these positions is $100,300. This cost has been partially offset by reallocating funding from within the existing budget.

Municipal Revenues

Regina saw a significant improvement toward stabilizing its revenue streams in 2010, with the establishment of the Municipal Operating Grant program from the Provincial government. This program was developed in consultation with both urban and rural municipalities, and reflects a more predictable and sustainable revenue stream that is linked to the economic growth of the Province. This program is based on municipalities receiving a grant equivalent to 1/5 of provincial PST revenues, and increasing or decreasing based on annual changes in this source of provincial revenue. Of the total municipal pool, cities receive a 46% share, which is at the low end of the negotiated range of between 46% and 50% of the pool of funding. Currently, Saskatchewan cities represent approximately 55% of the total provincial population and continue to see growth from provincial in-migration. In 2009, this program was calculated at 90% of one point of the 5% PST. The Provincial government has committed to grow to a full 100% in 2011.

Reliance on Property Taxes

While the change in provincial funding in 2010 represents a very positive step forward for the City of Regina and other Saskatchewan municipalities, a significant reliance on property taxes still limits the ability to deal with a growing community and address the ever-widening infrastructure gap.

> *"Whether one lives in a large metropolitan centre, a medium-sized city, a small town, or even the rural countryside, property taxes are often one of the hottest local issues of the day. On one side of the street stand residents and business owners who complain that property taxes are too high and the property tax burden is growing too rapidly. On the other side of the street stands the municipal administration responsible for delivering local services. They understand that property tax revenue does not always grow alongside the broader economy and incremental increases are sometimes required to cover the costs of inflation, accommodate a growing population, and simply maintain service levels never mind increasing overall revenue in real terms."*
> Problematic Property Tax, Canada West Foundation, November 2008

There has been a significant amount of research on different taxing options, and through this research and analysis one fact remains clear: Property taxes are an inelastic source of revenue that does not generally grow with the economy. Furthermore, additions to the property tax base because of growth do not cover the incremental cost of delivering the services that come with that growth. In addition, this revenue source does little to capture the cost of providing services to those living outside the community who make use of City infrastructure and services. Cities are becoming more advanced in their approaches to governance and remain the most transparent and accessible form of government. With this in mind, Cities should be allowed to undertake taxing policy innovations that will assist in addressing these issues more directly; however, the legislative authority does not currently exist to allow for this innovation to take place. As Regina continues to grow, and replacement of ageing infrastructure continues to require a larger allocation of revenue, dialogue with the Provincial and Federal governments will continue to be required. It is important that all levels of government work together in addressing the needs of cities, as they continue to be the growth engines of both the provincial and federal economy.

Competitiveness of Regina's Municipal Taxes

Regina has made significant strides in increasing the competitiveness of its municipal tax bill for both residential and commercial properties.

Despite this progress, the City continues to face challenges with respect to perceptions about the level of property taxes in Regina as compared to other cities, as well as the relative share of education funding on the property tax base. Each year the City of Edmonton conducts a property tax survey. The survey compares the property taxes on a sample property, and also collects information on the total property and business taxes collected. Note that, at the time of printing, data for 2010 was not available, so data from 2009 is presented.

- **For municipal and other property taxes (excluding school taxes) for the sample home, Regina ranked 4th out of 21 cities.**

2009 Tax Level on Sample Home[1] – Total Municipal Tax Levy

City	Province	Total 2009 Tax Levy			Rank
		Municipal	Other[3]	Total	
Calgary	Alberta	989	0	989	1
Medicine Hat	Alberta	1,120	27	1,147	2
Winnipeg[5]	Manitoba	1,274	0	1,274	3
Regina	**Saskatchewan**	**1,178**	**131**	**1,309**	**4**
Red Deer	Alberta	1,315	0	1,315	5
Surrey	British Columbia	1,093	240	1,333	6
Edmonton[5]	Alberta	1,419	15	1,434	7
Saskatoon	Saskatchewan	1,348	154	1,502	8
Lethbridge	Alberta	1,524	30	1,554	9
Halifax[4]	Nova Scotia	1,468	169	1,637	10
Grande Prairie	Alberta	1,983	10	1,993	11
Burnaby[2]	British Columbia	1,719	346	2,065	12
Vancouver[2]	British Columbia	1,673	400	2,073	13
Toronto[5]	Ontario	2,080	0	2,080	14
Victoria	British Columbia	1,817	423	2,240	15
Laval	Quebec	2,275	0	2,275	16
Montreal	Quebec	2,394	0	2,394	17
Saint John	New Brunswick	2,462	0	2,462	18
London	Ontario	2,422	102	2,524	19
Fredericton	New Brunswick	2,583	0	2,583	20
St. John's	Newfoundland	2,640	0	2,640	21
Average				**1,849**	

Notes:

1. *The sample house is defined as a 25 to 30 year-old detached 3-bedroom bungalow with a main floor area of 1,200 square feet, finished full basement and a double car garage, on a 6,000 square foot lot.*
2. *Based on the averaged value of single-family houses, which may not correspond to the sample house described above.*
3. *Other includes regional and other tax levies.*
4. *Grant is for school levy. For Regina and Saskatoon the grant for 2007 was 10% of school tax.*
5. *Based on the median value of single detached houses; which may not correspond to the sample house described above.*

- **For the total tax levy per capita, Regina is 10th out of 21 cities.** For this calculation, the total tax levy includes property, education and business tax. Several of the cities (St. John's, Edmonton, Calgary and Winnipeg) levy a business tax.

2009 Tax Level on Sample Home[1] – Total Tax Levy

		Total 2009 Tax Levy						
City	Province	Municipal	School	Other[4]	Total	Grants /Credits	Net Property Tax	Rank
Edmonton[5]	Alberta	1,419	790	15	2,224	0	2,224	7
Calgary	Alberta	989	884	0	1,873	0	1,873	3
Red Deer	Alberta	1,315	593	0	1,908	0	1,908	4
Medicine Hat	Alberta	1,120	611	27	1,758	0	1,758	2
Grande Prairie	Alberta	1,983	649	10	2,642	0	2,642	14
Lethbridge	Alberta	1,524	591	30	2,145	0	2,145	6
Burnaby[3]	British Columbia	1,719	1,235	346	3,300	570[2]	2,730	15
Surrey	British Columbia	1,093	908	240	2,241	570[2]	1,671	1
Vancouver[3]	British Columbia	1,673	1,236	400	3,309	570[2]	2,739	16
Victoria	British Columbia	1,817	924	423	3,164	570[2]	2,594	13
Regina	Saskatchewan	1,178	983	131	2,292	0	2,292	10
Saskatoon	Saskatchewan	1,348	1,366	154	2,868	0	2,868	17
Winnipeg[6]	Manitoba	1,274	1,284	0	2,558	650[5]	1,908	4
Montreal	Quebec	2,394	544	0	2,938	0	2,938	18
Laval	Quebec	2,275	802	0	3,077	0	3,077	21
Toronto[6]	Ontario	2,080	870	0	2,950	0	2,950	19
London	Ontario	2,422	491	102	3,015	0	3,015	20
Halifax[6]	Nova Scotia	1,468	635	169	2,272	0	2,272	9
Saint John	New Brunswick	2,462	0	0	2,462	0	2,462	11
Fredericton	New Brunswick	2,583	0	0	2,583	0	2,583	12
St. John's	Newfoundland	2,640	0	0	2,640	396[7]	2,244	8
Average		**1,751**	**733**		**2,582**		**2,423**	

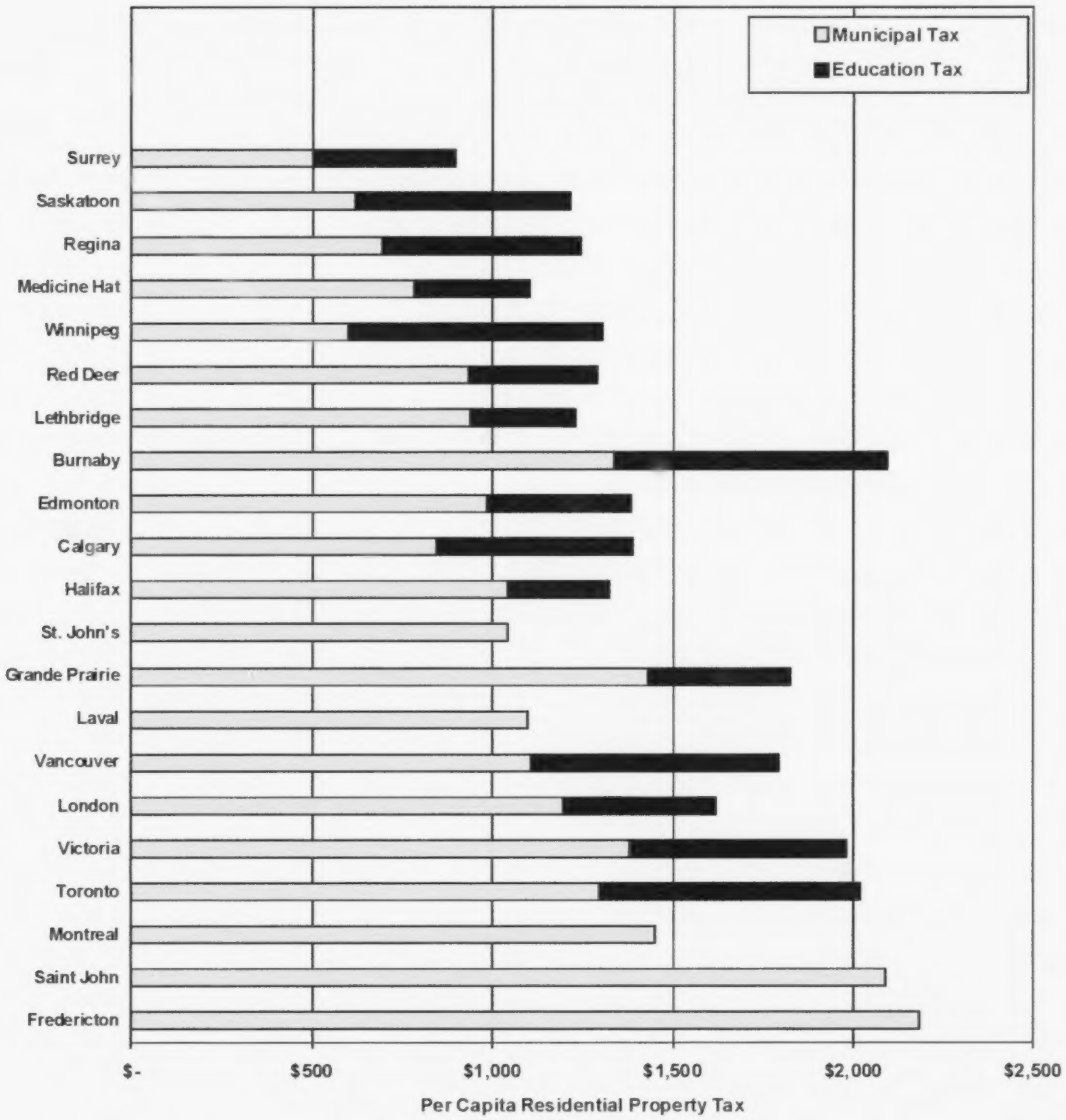
- **Regina's per capita taxes are lower than the average of the 21 cities for all per capita tax measurers other than education taxes per capita.**

Notes:

1. *The sample house is defined as a 25 to 30 year-old detached 3-bedroom bungalow with a main floor area of 1,200 square feet, finished full basement and a double car garage, on a 6,000 square foot lot.*
2. *Grant is $570 for school levy for homeowners with age 64 years or under and $845 for senior citizens or handicapped.*
3. *Based on the averaged value of single-family houses, which may not correspond to the sample house described above.*
4. *Other includes regional and other tax levies.*
5. *Grant is for school levy. For Regina and Saskatoon the grant for 2007 was 10% of school tax.*
6. *Based on the median value of single detached houses; which may not correspond to the sample house described above.*
7. *Grant is 15% of property taxes.*

The next graph provides information on the per capita residential property taxes (municipal and education) for the cities that participated in the 2009 City of Edmonton Tax Survey

Per Capita Residential Property Tax
(Data from 2009 City of Edmonton Tax Survey)



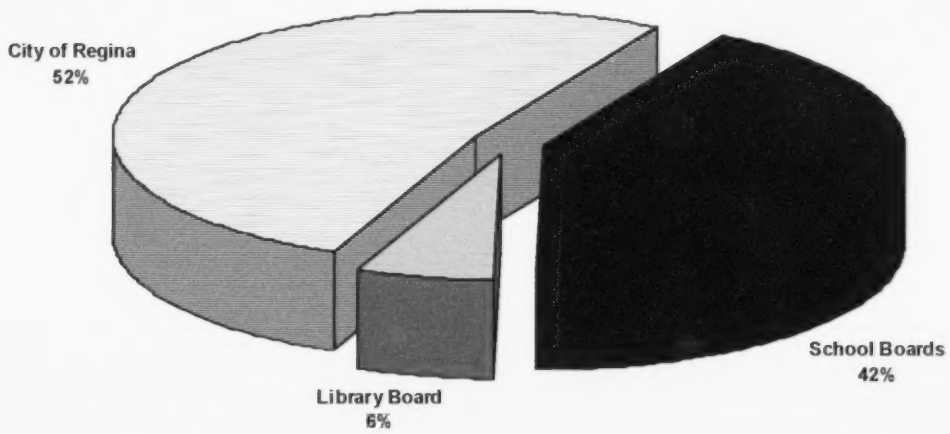
- **Regina's per capita taxes are lower than the average of the 21 cities for all per capita tax measures other than education taxes per capita.**

Historically, one challenge for the City has been the relatively high levels of education tax in Saskatchewan compared to other provinces, as well as the lack of understanding regarding the portion of the property tax bill levied by the City of Regina. **For education property taxes per capita, Regina ranked 16th out of 21 cities, with Saskatoon at 21st.**

In 2009, the province announced a change in the way education is funded. There was some reduction of the education share of property taxes with the intention of further reductions. In Saskatchewan, the education share of property taxes in 2009 was still higher than other provinces, creating added pressure on property tax levels. The portion of local taxes (property tax and for some cities a business tax) used to fund education costs varies significantly from city to city. The graph above also provides comparative information about the education portion of business and property taxes in various cities. The changes in the Provincial education funding model and the commitment for further reductions should assist in improving this comparison in the future.

The next graph shows the distribution of property taxes in Regina for 2010.

Distribution of Property Taxes – 2010



Electrical and Natural Gas Revenues

External revenues such as gas and electrical revenues account for about 12.2% of total revenues. The City has no control over these revenues as the Province also sets gas and electrical rates. These rates are the major determinant in the level of gas and electrical revenues received by the City. While recent rate increases have added to City revenues, the markets are extremely volatile, and rate increases increase the costs for residents and businesses in Regina. For 2011, electrical and natural gas revenues are projected to decrease by about $2 million.

Licenses and Levies

Under the provisions of The Cities Act, the City is limited to charging license fees only to the extent that the fees cover costs. Recent license fee increases, such as those approved for business licenses in 2007 and animal control effective January 1, 2008 have been important in providing revenues to cover the costs of administering the license regime. But these revenues are not available to be used for other sources.

Similarly, certain service and user fees are limited only to the cost of providing those services.
Tax penalties have also decreased in recent years as the City has made strides in reducing tax arrears through improved collection processes. Arrears as a percentage of the total tax levy dropped from 2.6% in 2005 to 2.3% at the end of 2009.

Provincial and Federal Operating Grants

Operating grants from the Provincial and Federal Governments account for 12% of 2011 revenues. Efforts of organizations such as the Federation of Canadian Municipalities, the Conference Board of Canada and the Canada West Foundation have helped to inform and advance recognition of the need for strategic investment in cities so they can fulfil their potential as engines of sustainable national growth. Federal capital programs such as the gas tax funding are providing much needed assistance to the City in addressing infrastructure requirements.

This year, the Municipal Operating Grant is expected to provide $32.2 million in funding for operating costs for the City of Regina.

All municipalities in Saskatchewan received a share of this grant. The City's 2011 budget has assumed that the Province will maintain its commitment to increase the municipal share of PST revenues to 100% of 1/5 of the pool, from the 90% provided in 2010.

For 2011 Capital Program the City will receive $10.7 million from the Federal Government as a share of Gas Tax revenues.

Expenditure Challenges

Each year, City Council must consider the level of expenditures to fund programs and services, including the capital requirements related to those programs and services. Expenditure challenges include:

- **Growth in the Community**. While it is generally perceived that any increase in expense resulting from the physical growth of the city would be covered by additional tax revenues, that is not the case. There are required increases in the budgeted operating expenditures for areas such as waste collection and additional open space. But the most significant impact on the budget from growth is in the area of capital requirements for road network improvements.

- **Increases in salary and benefit costs.** The City is facing the same impacts as other employers from the shortage of labour resulting from demographic trends and the economic growth in Western Canada. These pressures will be reflected in the higher labour costs seen in other public sector organizations as well as across the labour market in general.

- **Education and Training Costs.** The City has experienced significant turnover for the past three years in all areas and levels of the organization. This equates to additional training and development requirements to ensure staff are able to perform required duties of their new position. To align with the Corporate Strategic Plan, the City has developed a Corporate Customer Service Strategy and training designed for all employees.

- **Increases in the price of fuel, asphalt, electricity and construction and engineering services** have exceeded the general inflation rate.

- There are also cost pressures as a result of **changing community interests, regulatory requirements, standards and expectations.**

- **Many local arts, cultural, sporting, community and charitable organizations are faced with fiscal pressures.** There has been an increase in the number of organizations seeking support through tax exemptions or capital or operating grants.

- **There continues to be a significant "infrastructure gap".** As outlined in the 2010 – 2014 General Capital Investment Program document, the City has identified a significant funding shortfall in its

infrastructure requirements over the next ten years. Continuing delays in addressing the infrastructure gap will cause that gap to continue to grow.

- **The City has significant unfunded liabilities for vested sick leave, accumulated vacation credits, service pay and banked overtime**. At the end of 2009, the liabilities for these costs were estimated at $29 million ($27 million at the end of 2008). As a growing proportion of the City's workforce reaches retirement age, the cash flows required to pay off this liability will grow. Demographic trends indicate there will be a significant cash flow impact over the next few years. Divisions are required to absorb these costs in their existing budgets.

- **The City has significant unfunded liabilities for pension and benefit plans**. The City is not required pursuant to accounting standards to account for a liability with respect to multiple employer pension and benefit plans such as the Civic Pension Plan and the Long Term Disability Plan, however, the liability is significant. The employers'contribution is increasing in 2010 to meet existing liabilities following a significant drop in financial markets in 2008. These rates remain relatively high and contribute to pressures both in terms of contribution costs and in the recruitment and retention of employees.

- **Overall, the community supports the level of most City services and has a high rating for the services provided.** ***(2009 citizen satisfaction survey)*** **Regardless of these ratings, there are two realities the City faces:**

  - On those occasions when the City considers the elimination or a reduction in an existing service level, there is typically a segment of the community opposed to the change.

  - Some in the community are of the view that expenditures can be reduced. However, most individuals or groups are not willing to reduce expenditures on the services they use. All those in the community do not use every service provided by the City, but all services are used by a segment of the community.

Budget Options

Faced with a gap in revenues and expenditures, there are limited long-term options for City Council. These include:

- **Increase the revenue generated.** The increase can be for existing revenue sources, external contributions from senior governments or other sources, or through the authority for new alternative sources of revenue.

- **Decrease expenditures** through one or more of the following approaches:

  - Eliminate a service or reduce the level of service provided.
  - Reduce the cost of providing the service, either through reducing the costs of wages, goods and services to deliver the service, or through considering alternative service delivery, including contracting with external parties to provide the service.
  - Reduce the current contribution to capital, using debt for capital projects with long-term benefits so that the benefit and cost is shared over the long term.

Over the past number of years, the City of Regina, along with the other cities in the province, has requested authority for alternative revenue sources. Potential new revenue sources are a local fuel tax, a local vehicle registration surcharge, a share land transfer tax, a hotel tax and a local sales tax. Cities in other provinces have pursued new revenue sources. Implementation of such authority would require legislative change.

City Council has limited choices, other than through an increase in the mill rate to generate additional revenue. For many revenue sources, City Council has no control over the revenue generated.

City Council does have a choice to reduce expenditures. There are, however, certain realities to consider:

- A reduction in expenditures will result in either a reduction in direct services to the public, or a reduction in activities that support the provision of services to the public.

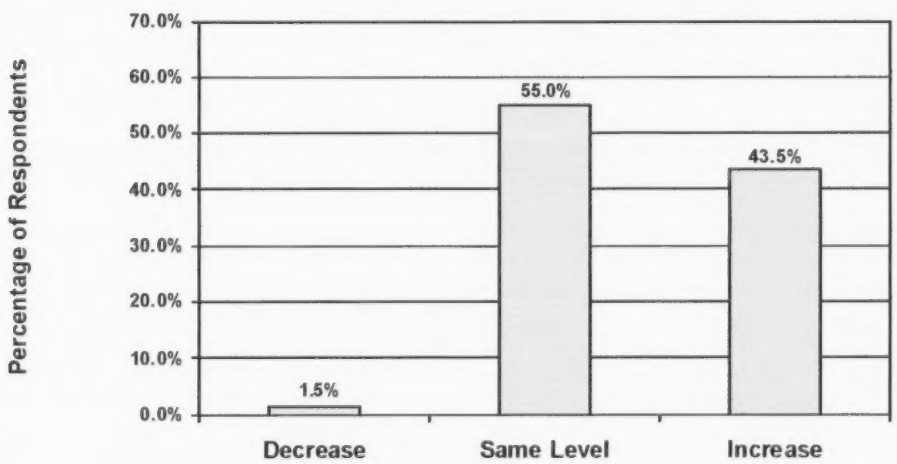
- A reduction in expenditures will in most instances lead to a reduction in staff. Salaries and benefits are the largest portion of the operating and capital budgets.

If there are significant expenditure reductions to be made, it will take time (and some cost) to implement the reductions. There is likely a period of 6 to 12 months before the full benefit of expenditure reductions would be achieved.

- The Core Services Review has identified $8.4 million in savings since 2005. While the review's recommendations continue to be implemented on an ongoing basis, the opportunity for significant savings on a short term basis is reduced.

The City of Regina's 2007 Omnibus Survey indicated that generally, Regina residents appear content with the level of services provided to them, with the majority (55%) suggesting the status quo for service level. However, 43.5% of respondents would support increased services, an increase of almost 10% over the past two years. Only 1.5% would favour a decrease in services, and only seven respondents suggested a specific service to be dropped.

Do you think the City should increase services, decrease services, or keep them at the same level? (2007 citizen satisfaction survey)



Budget Risks

It is important that budget choices are sustainable. From a fiscal perspective, the key consideration for City Council is the extent that the budgets are funding ongoing expenditures with ongoing revenues, and matching one-time or limited term expenditures with one-time revenues or funding sources. To the extent that budgets do not fully fund planned expenditures, or ongoing expenditures are being funded with one-time revenues, Council is shifting the budget burden to future years.

There are budget risks for 2011. These include:

- Many of the City's revenues and expenditures are subject to change due to external influences. Many factors impact revenues and/or expenditures including the weather, the cost of fuel, interest rates, gas rates and electrical rates. There could be positive or negative variances in 2011 due to these factors.

- There is some risk that assessment appeals will reduce actual tax revenue during 2011.

- Inflationary pressures from the Western Canadian construction market may undermine the spending power in the budget. The average construction inflation rate has been more than double the Consumer Price Index over the last five years (4.4% as opposed to 1.8%).

- The City has significant unfunded liabilities for sick leave and vacation which are payable upon termination of an employee. These amounts are not budgeted for and are typically covered through savings from staffing vacancies.

Financial Policies and Performance Measures

Municipal governments do not exist to make a profit but to provide services to citizens. However, budgets should be evaluated to a certain extent with regard to the impact they have on the government's financial condition.

Specific financial performance measures for governments have not yet been fully developed. However, the Public Sector Accounting Board has begun to develop guidelines that citizens can use to evaluate their government's financial position. The following information reflects the Statement of Recommended Practices.

For governments, financial condition can be evaluted based on three factors:

Sustainability

> Sustainability is the degree to which a government can maintain its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others without increasing the relative debt or **tax burden** on the economy within which it operates.

Measures of sustainability include ratios such as:

- assets to liabilities

- financial assets-to-liabilities

- net debt to total annual revenue

Municipalities typically address strategies regarding sustainability through debt policy, including maximum ratios for debt servicing costs as a percentage of operating revenues and per capita debt levels.

Flexibility

> Flexibility is the degree to which a government can change its debt or tax burden on the economy within which it operates to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others.

Measures of flexibility include the following ratios such as:

- Debt charges-to-revenues
- Net book value of capital assets-to-cost of capital assets
- Own source revenues to taxable assessment

General-purpose reserves – that is, those not linked to specific future needs – are the primary tool that municipalities use to be prepared for unforeseen circumstances and to take advantage of opportunities.

Vulnerability

> Vulnerability is the degree to which a government is dependent on sources of funding outside its control or influence or is exposed to risks that could impair its ability to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others.

One measure of vulnerability is the ratio of revenues from other orders of government to a City's own-source revenues. Others would take into consideration significant operating revenues from single sources, such as one taxpayer that makes up a significant portion of a municipality's revenues.

A strategy to reduce vulnerability would be the diversification of revenue sources. While municipalities can do this to a certain extent by attempting to draw diverse businesses, the current limitations on alternative sources of revenue reduce the viability of such a strategy and have the impact of increasing the dependency on revenues from other orders of government and property taxes.

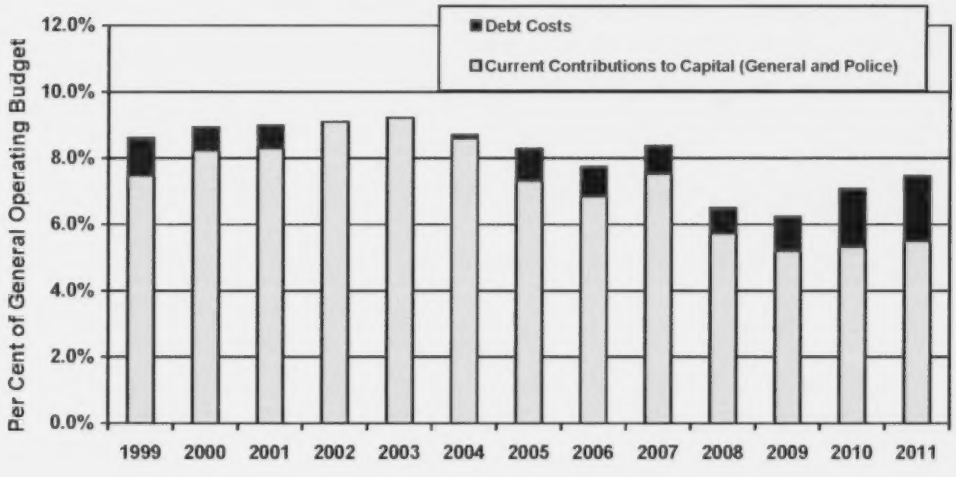
Long Term Financial Planning

During 2011, the Administration will continue to develop, for consideration by City Council, future financial plans which will assist in identifying specific areas of concern, best practices, and recommended policies, particularly those relating to the financial performance measures described above. Although work on all aspects of these plans are not yet complete, there are three areas for which some analysis is available:

Capital Requirements

The following graph shows the annual contribution to capital from the operating budget since 1999. It is clear that the challenge of providing capital from operating revenues has been difficult and will continue to be difficult.

Capital Funding From Current Operations – 1999 to 2011
(Per Cent of General Operating Budget)

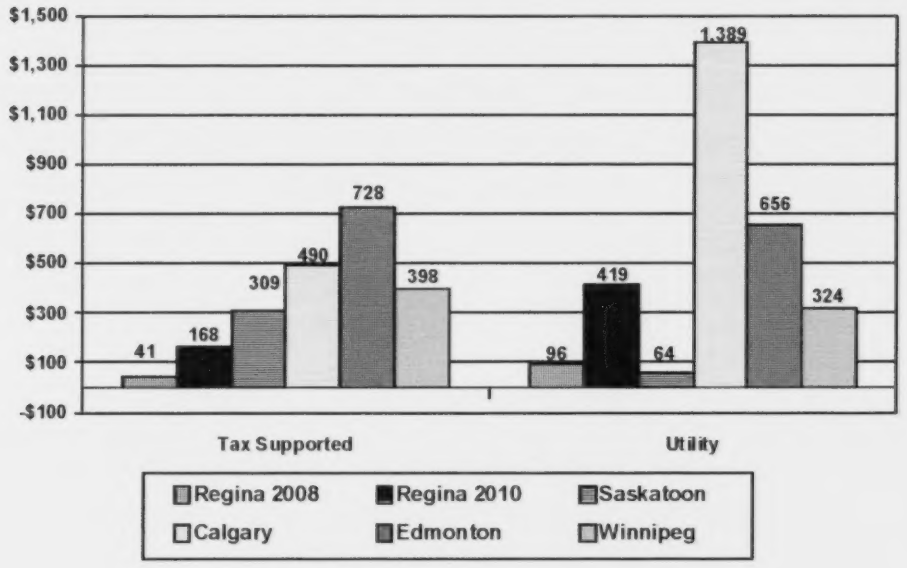


Debt Levels

Low debt levels provide flexibility and reduce vulnerability for a municipality. However, a municipality limited to strictly pay as you go financing for capital projects will be challenged to maintain sustainability, as it is difficult to raise sufficient funds in advance of requirements for infrastructure. The use of debt, like a mortgage, can allow a municipality to spread out the cost of capital investments over the period of benefit. Regina has relatively low levels of debt compared to other cities. With relatively low interest rates, more municipalities are increasing the use of debt as a method of financing infrastructure requirements.

The following graph shows Regina's projected debt levels with $5 million in new borrowing projected for 2010.

Regina's Debt Levels – Comparisons to Other Cities
(per capita – Regina projected 2010 – other cities 2008)



Reserve Levels

The City does not have extensive reserves. The 2011 ending balance in the General Fund Reserve is $21.8 million, the City's overall level of reserves is relatively low compared to other Western Canadian cities.

The next table is a summary of the City's reserve balances for the last five years.

Reserve Balances ($000's)

	2007	2008	2009	2010	2011
General Reserves:					
General Fund Reserve	25,753	25,644	32,618	27,743	21,858
General Utility Reserve	13,999	8,556	22,439	61,940	38,501
Subtotal	39,752	34,200	55,057	89,683	60,359
Specific Purpose Reserves:					
Landfill Reserve	12,798	15,087	18,198	17,102	6,553
Winter Road Maintenance Reserve	2,829	3,426	3,426	3,426	3,426
Other Reserves	5,226	8,969	11,450	14,511	13,474
Subtotal	20,853	27,482	33,074	35,039	23,453
Reserve Totals	60,605	61,682	88,131	124,722	83,812

The growth and draw in the Utility and Landfill reserves in the past three years, reflects the planned approach to providing for future capital requirements. The 2011 – 2015 General Capital budget reflects significant capital funding to be provided from reserves to fund required infrastructure investment.

Conclusion

The 2011 General Operating Budget provides the funding for significant progress towards achieving City Council's Vision:

Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.

It has been developed with a focus on the strategic priorities identified in the Corporate Strategic Plan – Accelerating Excellence:

- Managing Growth and Community Development
- Strengthening City Infrastructure and Managing Assets
- Achieving Operational Excellence
- Ensuring Organizational Capacity and Effectiveness

While Regina is in the midst of an exciting period of growth, it is also facing increasing financial pressure as a consequence of that growth. The 2011 budget attempts to find the right balance between addressing the needs of a growing city, continuing to prioritize the City's long-term needs, and minimizing the tax burden on residents. Building the proposed budget, the City of Regina took into account:

- Regina continues to experience growth – and responsible growth requires investment;
- The cost of many supplies continues to increase above the rate of inflation;
- An increase in Provincial funding is anticipated in 2011; and
- Citizens hold us accountable for making progress toward a brighter future, captured in our vision, while making efficient use of resources.

To continue to deliver programs and services through this growth period, while making progress on our vision, the City of Regina is implementing a 4.00% increase in the mill rate and issue of $5 million in debt for 2011.

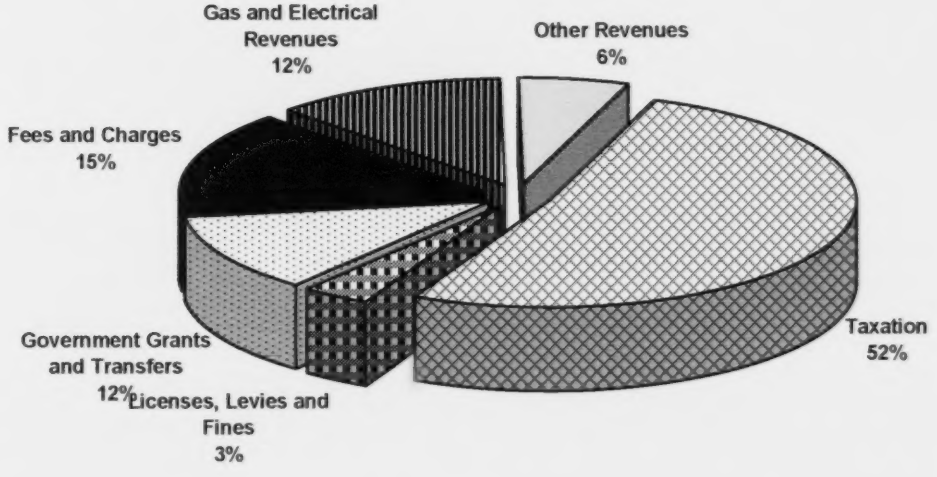
General Operating
Revenues

General Operating Revenues

Operating Revenue Summary ($000's)

Revenue Category	2010 Budget	2010 Actual	2011 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Taxation	140,331.8	139,264.0	**148,648.4**	8,316.6	5.9
Government Grants and Transfers	27,486.8	28,136.8	**34,417.2**	6,930.4	25.2
Licenses, Levies and Fines	9,576.4	10,090.2	**9,953.1**	376.7	3.9
Fees and Charges	36,458.2	41,729.7	**42,526.2**	6,068.0	16.6
Other Revenue	55,088.7	70,208.5	**51,479.5**	(3,609.2)	(6.6)
Total	268,941.9	289,429.2	**287,024.4**	18,082.5	6.7

2011 Operating Revenues


Gas and Electrical Revenues 12%
Other Revenues 6%
Fees and Charges 15%
Taxation 52%
Government Grants and Transfers 12%
Licenses, Levies and Fines 3%

Highlights with respect to the 2011 revenue budget are:

- **The mill rate increase for 2011 is 4.00%.**
- **The 2011 Budget has been prepared including the Municipal Operating Grant Pool (former Revenue Sharing Grant) of $32.2 million, an increase of $6.3 million from funding provided in the 2009/2010 Provincial Budget.**
- **The transfer from the General Fund Reserve to the Operating Budget in 2011 is $75,000**. The 2010 Budget included a $2.5 million Transfer from the General Fund Reserve.

- **The utility surplus transfer for 2011 is $6,376,900, an increase of $503,000 over 2010**. The budget retains a transfer of $675,000 from the Water and Sewer Utility related to the additional GST rebate implemented by the Federal Government in 2005.

- **Gas and electrical revenues are projected to decrease by $1,961,400.** The natural gas market is extremely volatile so significant variances may occur.

The following table is a detailed list of 2011 revenue sources for the General Operating Budget. The table outlines the amount of revenue, along with an analysis of the factors that determine the revenue generated from those sources. For some revenue sources City Council controls one or more of the factors that determine the revenue generated, although there may be some restrictions in legislation or regulations. For some revenue sources (gas revenues, electrical revenues, interest earnings and government grants), City Council has no control over the revenue generated.

General Operating Revenues					
Revenue Source	**Factors Determining the Amount of Revenue**	**Does the City Control?**	**2011 Budget**	**Per Cent of Total**	**Cumulative Percentage**
Property Taxes (including supplementary taxes)	Assessment Growth Mill Rates	No **Yes**	137,105,300	47.8%	47.8%
Electrical Revenues	Formula for Transfers Electrical Rates Consumption	No No No	29,556,600	10.3%	58.1%
Government Grants and Transfers (includes Police & Lotteries)	Government Policy	No	41,395,300	14.4%	72.5%
Gas Revenues	Payment In Lieu Rate Natural Gas Rates Consumption	No No No	5,398,500	1.9%	74.4%
Grants-In-Lieu of Property Taxes	Assessment Growth Mill Rates Government Policy	No **Yes** No	9,608,100	3.3%	77.7%
Community and Leisure User Fees	Amount of Fee Amount of Use	**Yes** No	8,861,300	3.1%	80.8%
Waste Collection and Disposal Fees	Amount of Fee Amount of Use	**Yes** No	6,967,100	2.4%	83.2%
Transit and Paratransit User Fees	Amount of Fee Amount of Use	**Yes** No	7,204,900	2.5%	85.7%
Utility Surplus Transfer	Transfer Rate Calculation Base	**Yes** **Yes**	6,376,900	2.2%	88.0%
Interest Earnings	Interest Rates Cash Balances	No No	5,066,100	1.8%	89.7%
Fines	Fine Amount Number of Infractions Level of Enforcement	**Yes** No **Yes**	4,725,000	1.6%	91.4%
Recovery of Administrative Costs (Utility, Pension Plans & BPWAB)	City Council Policy	**Yes**	3,956,400	1.4%	92.8%

General Operating Revenues					
Revenue Source	Factors Determining the Amount of Revenue	Does the City Control?	2011 Budget	Per Cent of Total	Cumulative Percentage
Paved and Gravel Alley Special Tax	Levy Rates Alley Lengths	**Yes** No	3,254,200	1.1%	93.9%
Other Revenue or Fees	Amount of Fee Amount of Use	**Yes** No	6,605,900	2.3%	96.2%
Recovery From Other Taxing Authorities (net of cancellations)	Transfer Rate Calculation Base	**No** **No**	1,935,000	0.7%	96.9%
Parking Meter and Permit Fees	Amount of Fee Number of Meters Amount of Use	**Yes** **Yes** No	1,400,000	0.5%	97.3%
Penalties on Taxes	Penalty Rates Outstanding Taxes	**Yes** No	975,000	0.3%	97.7%
Building Permit & Inspection Fees	Amount of Fee Number & Value of Permits	**Yes** No	2,919,200	1.0%	98.7%
Cemetery Fees	Amount of Fee Amount of Use	**Yes** No	880,600	0.3%	99.0%
Business and Taxi Licenses	License Fee Number of Licenses	**Yes** No	740,000	0.3%	99.3%
Amusement Tax	Tax Rate Ticket Prices Number of Tickets Sold	**Yes** No No	600,000	0.2%	99.5%
Planning and Development Fees	Amount of Fee Number of Applications	**Yes** No	1,008,000	0.4%	99.8%
Animal Control and Impoundment	Amount of Fee Number of Applications	**Yes** No	485,000	0.2%	100.0%
2011 General Operating Revenue			287,024,400	100.0%	

Each budget process involves choices with respect to costs (services provided, service costs and the method of service delivery), and the revenues available to fund the costs. Revenue choices include:

1. **Seek additional funding from the senior governments, or seek authority for new sources of revenue.** There are limits to the authority of City Council with respect to revenue options. The taxation authority for the City is limited to that provided in *The Cities Act*. The City's authority for taxes is essentially property tax, amusement tax and special taxes.

   There has been considerable discussion about cities obtaining a share of the fuel tax or other vehicle related revenues such as a vehicle surcharge. The Federal Government now provides municipalities 1.5 cents per litre of the Federal fuel tax starting in 2005, increasing to 5 cents per litre in 2009. In Alberta, Calgary and Edmonton each receive 5 cents per litre for every litre of gasoline sold in the city.

2. **Increase the mill rate.** The mill rate is the primary determinant for property tax revenue and grants or payments in lieu of property tax. The revenue from property tax does not increase in the same way that Federal and/or Provincial Government taxes increase. Taking the PST as an example, the revenue from PST is influenced by three factors:

   - Tax rate (currently 5% in Saskatchewan);

- Growth in the tax base resulting from more goods and services being sold – essentially growth through an increase in the "volume" or the tax base; and,

- Growth in the tax base as the cost of goods and services increases – essentially growth in the tax base through increases in "value or price".

For property taxes, while the assessment base has growth each year due to the construction or renovation of buildings that generates new property taxes, there is no increase in property taxes from growth in the assessed value of properties based on market appreciation.

3. **New or increased user fees and charges, fines and license fees.** Significant rate decisions made in recent years that are reflected in the 2011 budget projections include:

   - A fee schedule (Bylaw CR10-43) for Arena Ice Fees and Charges for 2010 to 2013

   - A Golf Course Fee Schedule (Bylaw CR10-17) for 2010 to 2012

   - A Cemetery Fee Schedule (Bylaw CR10-44) for 2010 to 2011

   - Increased landfill rates (Bylaw CR10-110) for 2011 to 2013.

4. **Pursue alternative revenue options provided for in *The Cities Act* that are not currently used by the City of Regina.** Revenue options include:

   - The definition of a public utility [Section 2(cc)] includes waste management and street lighting services. During the 2002 budget process, the Executive Committee (Report EX02-15) considered the concept of a Waste Management Utility. The decision was made not to proceed with a utility. If a utility was implemented for waste management or street lighting, the cost of the services could be funded through a special charge rather than through general revenues.

     There are a number of municipalities that pay for waste collection and disposal through specific fees. The fee structures are typically either a flat fee irrespective of the amount of waste disposed, or use of a system such as the "tag a bag" system. The "tag a bag" concept could not be implemented in Regina for those portions of the city served by rear lane collection.

   - Section 8(3) of The Cities Act provides the authority for fees for licenses, inspections, permits or approvals. Section 8(4) of the legislation limits the license fees to the cost to the City for administering and regulating the activity and collecting the fees. While the City has many fees and charges, there may be opportunity for additional fees and charges. The total revenue increase available through new fees is likely minimal.

   - Section 264 of The Cities Act allows the establishment of service fees in connection with any service provided by the City. The difficulty with the legislation is that to enforce collection of the fee, the only option is to discontinue the service. For some services, discontinuance may be an option, but for many services this is not an option.

   - Section 275 of The Cities Act authorizes a council to pass a special tax bylaw to raise revenue to pay for any specific service or purpose to be completed within the current year. The special tax could apply to the entire city or a portion of the city. The tax rate can be applied based on the property assessment, the frontage of a property, the area of a property or to each parcel of property. The only special tax currently levied by the City is for costs related to the reconstruction and maintenance of alleys and lanes.

   - Section 279 of The Cities Act authorizes an amusement tax. While the City currently has an amusement tax, the City has chosen to limit the tax to those attending a commercial movie theatre.

The tax base could be expanded to other forms of entertainment where an entrance fee or admission is charged.

If new taxes or fees are implemented, there will be increased administrative costs. The cost may be modest if existing billing and collection processes can be used. If not, the administrative cost of a new fee or tax could be substantial.

Taxation

Operating Revenue Summary ($000's)

Revenue Source	2010 Budget	2010 Actual	**2011 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Municipal Property Tax	128,300.6	127,519.4	**136,205.3**	7,904.7	6.2
Payments and Grants in Lieu of Tax	9,196.2	8,604.2	**9,608.1**	411.9	4.5
Total Property Tax	137,496.8	136,123.6	**145,813.4**	8,316.6	6.0
Supplementary Property Tax	900.0	972.2	**900.0**	-	-
Recovery from Other Taxing Authorities	2,135.0	2,182.8	**2,135.0**	-	-
Tax Cancellations	(200.0)	(14.6)	**(200.0)**	-	-
Total	140,331.8	139,264.0	**148,648.4**	8,316.6	5.9

The 2011 budget for property taxes and grants in lieu of property taxes is about $148.6 million, an increase of about $8.3 million over the 2010 budget. This amount consists of the following: increase in the municipal mill rate, $5.6 million; increase in tax revenue from growth, $2.7 million.

The key assumptions or factors that impact the budget are:

The increase in the municipal mill rate for 2011 is 4.00%. The mill rate for 2010 was 13.9797 compared to 14.5389 for 2011. With the mill rate increase, tax revenues will increase by about $8.316 million.

In previous years the property tax revenue shown in this document reflected a reduction of the budgeted levy amount by the projected appeal risk. In 2009, the revenues were reduced by $2.6 million to fund appeal risk. Starting in 2010, there has been no provision to fund appeal risk in the General Operating Budget therefore, the 2011 property tax projection is not adjusted for potential appeal risk.

The 2011 preliminary tax assessment roll is $10,037,790.7. The final date to file an appeal for 2011 is December 10, 2011. The assessment roll will be reviewed for potential risk due to corrections and assessment appeals using preliminary information obtained from appeals filed for 2011. Based upon the review of appeals received, there may be a risk of reduction in the assessment roll. If the reduction in tax revenues due to assessment appeals causes a deficit in the 2011 fiscal year, then that deficit must be eliminated by a transfer from the General Fund Reserve to the General Operations Fund.

The following table details the property tax and grants in lieu of tax revenue (budget and actual) for the last five years. The property tax revenue includes supplementary taxes.

Tax Revenue ($000's)	2007	2008	2009	2010	2011
Property Tax:					
Budget	110,842.7	116,859.0	118,208.6	128,300.6	136,387.6
Actual	112,031.8	118,120.8	122,114.6	127,519.4	-
Variance	1,189.1	1,260.9	3,906.0	(781.2)	(136,387.6)
Grants In Lieu of Property Tax:					
Budget	7,936.9	8,162.3	8,725.0	9,196.2	9,608.1
Actual	7,894.8	8,147.4	8,403.9	8,604.2	-
Variance	(42.1)	(14.9)	(321.1)	(592.0)	(9,608.1)

As a result of assessment appeal decisions within the year and allowances for outstanding assessment appeals at the end of each year, there has been significant volatility in actual tax revenue as compared to budgeted revenues. Actual tax revenue have not been less than the budget since 2007.

Mill Rates and Mill Rate Factors

Mill rates and mill rate factors serve different purposes. The mill rate, applied to the taxable assessment (including the assessment of grant in lieu properties), determines the total tax generated. Mill rate factors determine the distribution of the taxes between groups of properties. The following table is the history of mill rates, including the mill rates for the Schools and Library, over the last ten years. There have been reassessments in 1997, 2001, 2005 and 2009. Whenever a reassessment occurs, the mill rate is recalculated such that there is no change in the total taxes levied as a result of the reassessment. The annual per cent change for 2001, 2005 and 2009 in the following table is based on the mill rate for the year in comparison to the restated mill rate for the prior year.

Mill Rate History

	Municipal		Schools		Library		Total	
Year	Mill Rate	Per Cent Change	Mill Rate	Per Cent Change	Mill Rate	Per Cent Change	Mill Rate	Per Cent Change
2001	17.6549	-	19.5294	-	1.8795	0.00%	39.0638	-
2002	18.4194	4.33%	19.7247	1.00%	1.9077	1.50%	40.052	2.53%
2003	18.6212	1.10%	19.7247	-	1.9745	3.50%	40.320	0.67%
2004	18.6212	-	19.7427	-	1.9745	-	40.338	-
2005	17.6987	4.00%	18.0264	-	1.8045	3.00%	37.5296	1.99%
2006	17.6987	-	18.5528	2.92%	1.9320	2.92%	38.1835	1.74%
2007	18.3907	3.91%	19.0166	2.44%	2.0267	4.90%	39.4340	3.17%
2008	18.9130	2.84%	19.7393	3.80%	2.1059	3.91%	40.7582	3.36%
2009	13.4420	-	*See Note 1*	-	1.4967	-	n/a	n/a
2010	13.9797	4.00%	*See Note 1*	-	1.5401	2.90%	n/a	n/a
2011	14.5389	4.00%	*See Note 1*	-	1.5919	3.36%	n/a	n/a
Average Increase - 2001 to 2011		**2.20%**				**2.36%**		

Note:

1. *The Provincial Government has changed the way education costs are funded by the province and to the way that education property taxes are calculated.*
   - *The province now sets province wide mill rates to calculate the education tax for properties.*
   - *The province has changed the level of direct funding for school boards.*
   - *The Province wide mill rates for 2011 are not set. The 2010 province wide mill rates were: Agricultural at 7.08, Residential (including Condominiums and Multi-family) at 10.08, Commercial and Industrial (tiered rates) – Assessment up to 499,999 at 12.25, Assessment of 500,000 to 5,999,999 at 15.75 and Assessment of over 6,000,000 at 18.55.*

Mill rate factors can be established by City Council for each property class or subclass. The factors change the distribution of the total tax levied but do not increase or decrease the total tax collected. The following table shows the mill rate factors since 2007.

Mill Rate Factors

Property Class/Subclass	2007	2008	2009	2010	2011
Residential (including condominiums)	0.84803	0.85494	0.89783	0.90059	0.90059
Multiple Family Residential	1.11284	1.03147	0.93390	0.90059	0.90059
Commercial and Industrial	1.34557	1.34557	1.22945	1.22945	1.22945
Exterior Hotels	n/a	n/a	n/a	n/a	n/a
Golf Courses	0.94826	0.94826	0.92187	0.92187	0.92187
Agriculture	1.34557	1.34557	1.22945	1.22945	1.22945

The Province announced that for 2009 there are changes to the funding of education and changes to the way property tax is calculated for the education levy. Province wide education levy mill rates are now set by property class with mill rate factors no longer applied to calculate the education portion of property taxes. Mill rate factors can still be applied to calculate the municipal and library property tax levies. The following table shows the 2011 education mill rates as set by the Province.

Property Class	2010
Residential (including condominiums)	N/A
Multiple Family Residential	N/A
Agriculture	N/A
Commercial and Industrial (Taxable Assessment less than 499,999)	N/A
Commercial and Industrial (Taxable Assessment is 500,000 to 5,999,000)	N/A
Commercial and Industrial (Taxable Assessment is greater than 6,000,000)	N/A

Note:
The Province wide mill rates for 2011 are not known at this time. They will be announced with the Provincial Budget.

Property Assessment

Taxable assessment for a property is the fair value assessment determined in accordance with legislation and the Saskatchewan Assessment Manual multiplied by the provincial percentage set by the Province. For 2011, the provincial percentages are:

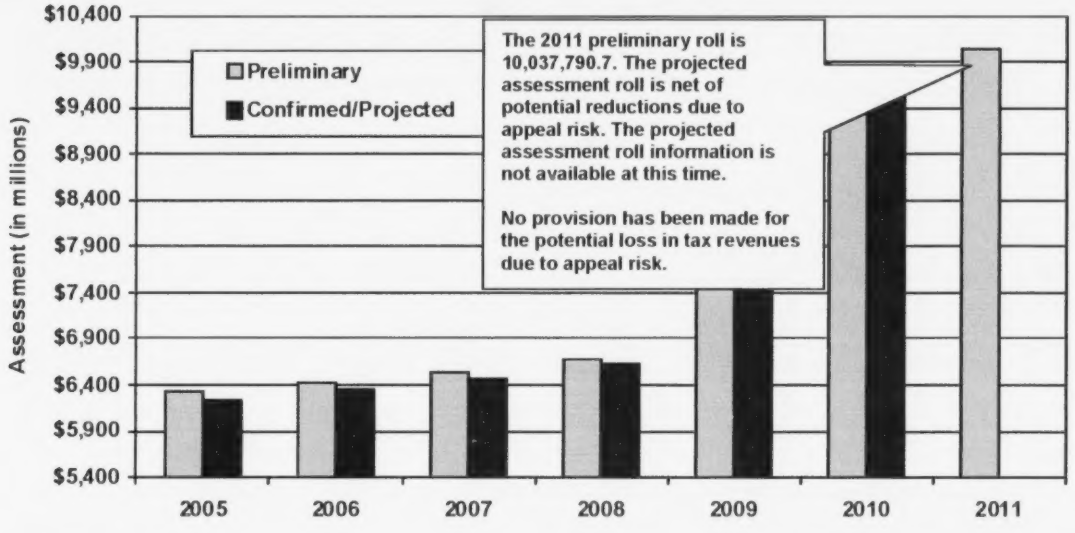
- 70% for all residential property, including condominiums and multi-unit residential property.
- 40% for non-arable land and 55% for other agricultural property.
- 75% for elevators, rail right of ways and pipelines; and,
- 100% for all other commercial and industrial property.

Each year an assessment roll is prepared. Every four years there is a province wide reassessment that updates assessments to a new base year. 2009 was a revaluation year that reflects a base date of June 30, 2006. Within 30 days from the "opening" of the assessment roll, property owners have the right to file an assessment appeal. The first step of the assessment appeal process is an appeal to the Board of Revision. If any party to the assessment appeal is of the view that the Board of Revision erred in their decision, the party can appeal to the Saskatchewan Municipal Board Assessment Appeal Committee (SMBAAC). Once the SMBAAC renders a decision, parties to an appeal have the right to seek leave to appeal to the Court of Appeal with respect to a question of law.

Each year, there are changes to the assessment roll. This includes changes due to assessment appeal decisions of the Board of Revision and/or SMBAAC; additions to the assessment roll resulting from new construction or major renovations of property, the subdivision of property and zoning changes; and, deletions to the assessment roll, typically resulting from demolitions of property.

The total taxable assessment (including the assessment of grant in lieu properties) has been subject to significant change and uncertainty due to assessment appeals. The following graph highlights the variability between the preliminary assessment roll and confirmed assessment roll totals since 2005.

Property Assessment (Taxable and Grant-in-lieu)



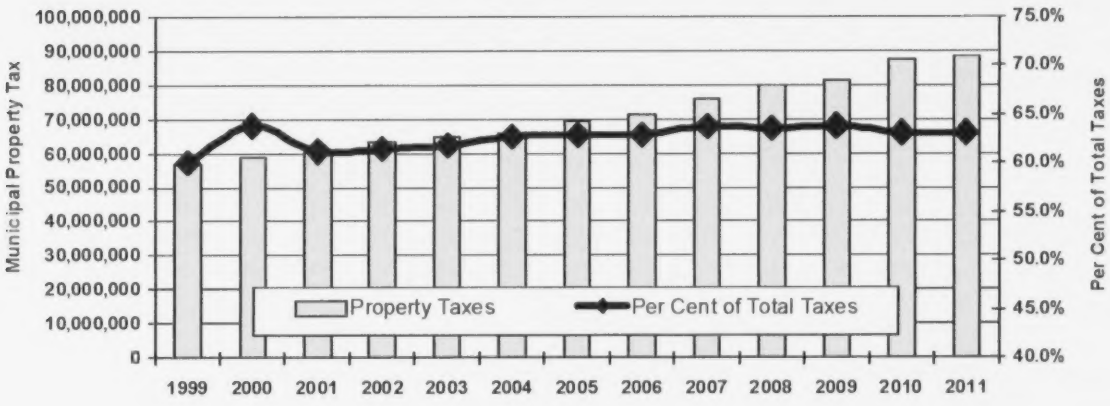
Note:
The 2005 – 2008 assessments are valued with a base year of 2002. The 2009-2010 assessment is valued with a base year of 2006.

Often in recent years, due to the impact of assessment appeals and other assessment changes, the confirmed assessment roll is less than the preliminary assessment roll. The contingent liability for assessment appeals outstanding at October 31, 2010 is about $467,595. The risk is with respect to appeals for the years 2007, 2008 and 2009.

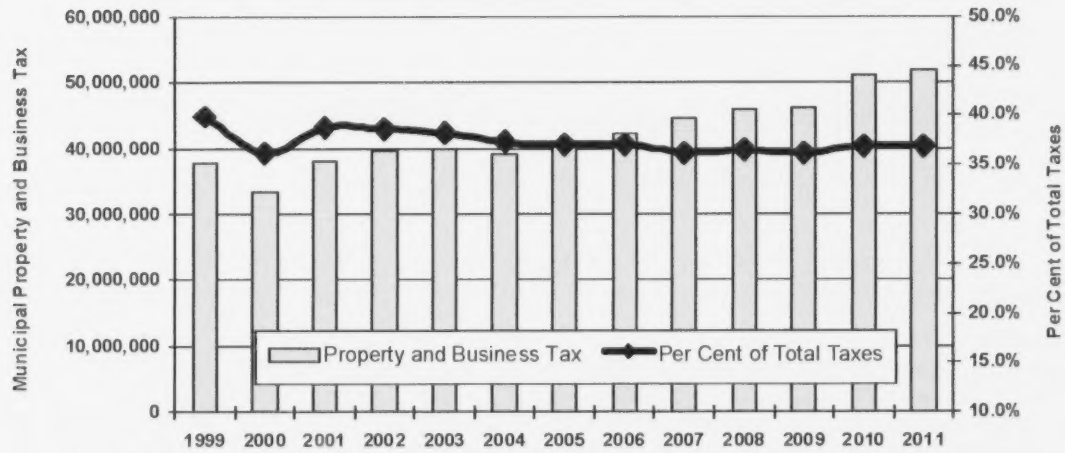
Tax Distribution

The next two graphs provide information on the changes in the distribution of taxes in Regina since 1997. The taxes are based on the confirmed assessment roll each year, net of phase-in adjustments and do not reflect allowances established at the end of the year for appeals, nor subsequent appeal decisions. The taxes for 2011 are based on the projected assessment. The graphs show the total taxes and percentage of total taxes since 1999.

Municipal Property Tax – Residential Properties



Municipal Property Tax – Commercial, Industrial and Other Properties



This graph includes grants-in-lieu of government and crown-owned properties. The trend has been a decrease in the proportion of total municipal taxes paid by commercial, industrial and other properties.

Government Grants and Transfers

Operating Revenue Summary ($000's)

Revenue Source	2010 Budget	2010 Actual	**2011 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Municipal Operating Grant	25,896.9	25,896.8	**32,199.2**	6,302.3	24.3
Paratransit Grant	1,002.9	1,056.3	**1,045.0**	42.1	4.2
Other Grants:					
Discount Transit Pass Grant	510.0	522.8	**510.0**	-	-
Urban Aboriginal Leadership Program	35.0	31.5	**35.0**	-	-
Crime Prevention Week	2.0	2.2	**2.0**	-	-
Joint Emergency Preparedness Grant	40.0	-	-	(40.0)	(100.0)
Internal Response to Immigration Trends	-	-	**40.0**	40.0	100.0
Recycling Grant	-	349.8	**200.0**	200.0	100.0
West Nile Mosquito Control	-	220.9	-	-	
Crime Prevention Initiative	-	9.0	-	-	
CMHC Regina Solar Affordable Housing	-	10.0	**386.0**	386.0	100.0
Urban Highway Connector Program	-	-	-	-	-
Traffic Safety Program	-	2.5	-	-	-
Vancouver Olympics Torch Relay	-	35.0	-	-	-
Total	27,486.8	28,136.8	**34,417.2**	6,930.4	25.2

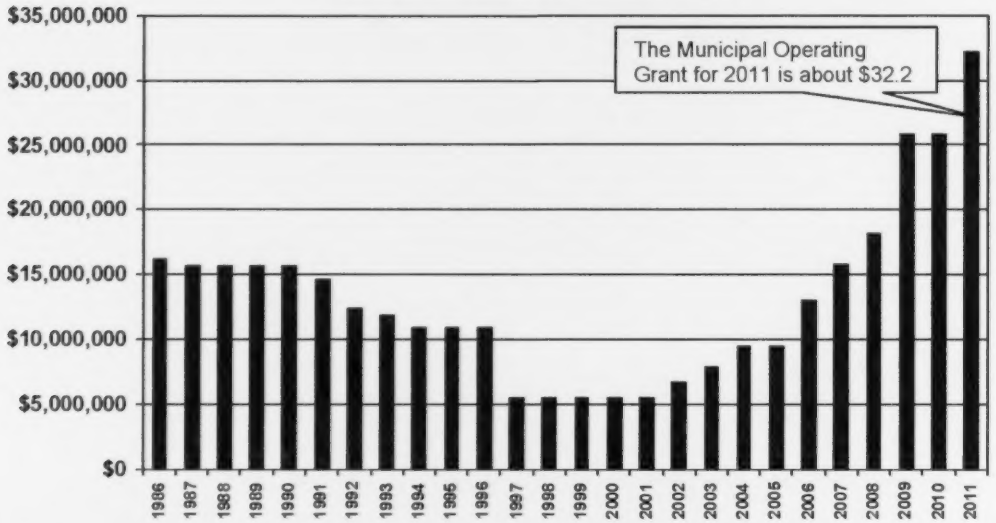
Municipal Operating Grant (former Revenue Sharing Grant)

For 2011, funding for Regina from the Municipal Operating Grant is approximately $32.2 million. This is an increase of $6.3 million from 2010 funding levels.

This budget was developed based on the Municipal Operating Grant Program (MOG) frozen at 2009 levels for the first quarter of 2011 and then growing to 100% of 1% of the PST for the final three quarters.

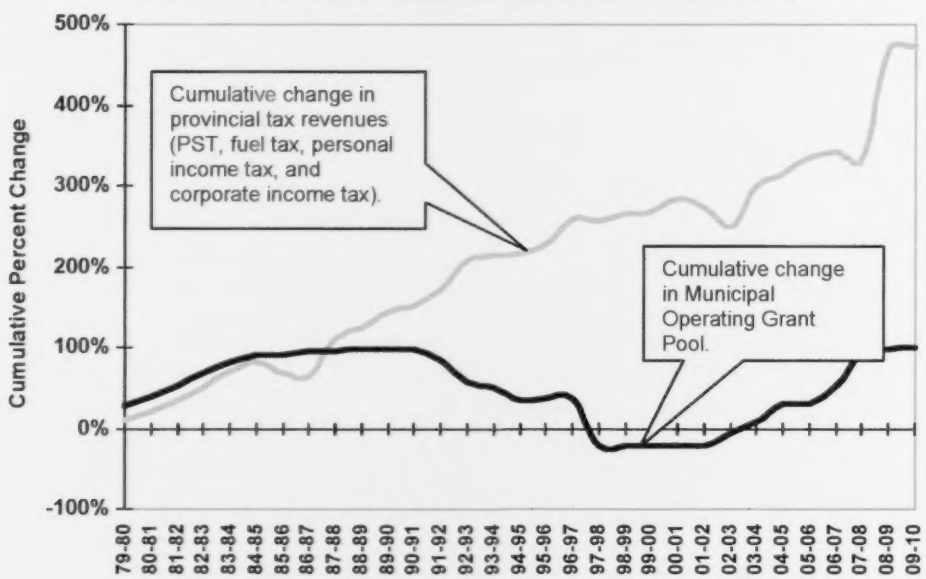
The following graph shows the annual Municipal Operating Grant received by Regina since 1986:

Regina's Municipal Operating Grant



Initially, the amount of funding in the Municipal Operating Grant Pool was linked to four provincial tax bases (retail sales, fuel, personal income and corporate income), with the size of the pool increasing or decreasing with the change in the tax base (not tax revenue). The following graph shows the increase in the Municipal Operating Grant Pool since the inception of the grant program, in comparison to the increase in tax revenue from the four provincial taxes initially linked to the Municipal Operating Grant Pool.

Provincial Tax Revenue and Municipal Operating Grant Pool



In 1990, the Municipal Operating Grant accounted for 11.1% of the total general operating revenue budget. In 2011, the grant accounts for 11.2% of the total general operating revenue.

In 2010-11, the Provincial Government will provide a total of $167.4 million dollars in Revenue Sharing grants to urban, rural and northern communities.
The Province's fiscal year runs from April 1 to March 31, therefore, the information on the distribution of the Municipal Operating Grant for 2011 is not available at this time.

The following table shows the estimated distribution of the Municipal Operating Grant for urban and rural municipalities for 2010.

Distribution of Municipal Operating Grant

	2010	
	$ Million	Per Cent of Total
Urban Municipalities		
Regina	25.89	15%
Saskatoon	29.23	17%
All Other Urban Muncipalities	51.98	31%
Urban Municipalities Subtotal	107.10	64%
Rural Municipalities	48.60	29%
Northern Communities	11.70	7%
	167.40	100%

Paratransit Grant

For 2011, the **Paratransit Grant** is projected to be $1,045,000. Payments are received quarterly and the total 2011 grant is not final and could change as a result of the final calculation by the Province.

The Province's Municipal Transit Assistance for People with Disabilities program provides operating and capital grants to specialized transportation programs such as Regina's Paratransit system. When the grant program was first implemented, the program funded up to 50% of the net operating cost of the Paratransit program and up to 75% of the capital cost. The operating grant has been converted to a performance-based grant with the level of funding linked to the number of trips.

The Paratransit grant has not kept pace with service needs and costs. The following table provides information on the operating grants since 2007.

Paratransit Service ($000's)	2007	2008	2009	2010	2011
Provincial Operating Grant	955.7	949.8	1,062.9	1,002.9	1,045.0
City's Operating Contribution	1,617.7	2,075.7	2,572.4	2,418.3	2,458.7
Total Contributions	2,573.4	3,025.5	3,635.3	3,421.2	3,503.7
Provincial Operating Grant	37.1%	31.4%	26.3%	29.3%	29.8%
City's Operating Contribution	62.9%	68.6%	73.7%	70.7%	70.2%
Total Contributions	100.0%	100.0%	100.0%	100.0%	100.0%

The Province's contribution has dropped from the initial target of 50% to about 30% of the net operating cost of the program. Based on 2011 funding, it is projected that the Province's contribution will be about 29.8%. The City supported the move to a performance-based system for providing the operating grants. The concern however is that the level of provincial funding (as a portion of the net cost of the program) is declining over time due to funding for the program not increasing, as costs of delivering the program

continue to rise. The level of funding for Regina is also adversely impacted if there is more rapid growth in the number of trips in other communities. While it is reasonable that communities with an increasing number of trips should receive additional funding, the additional funding should come from an increase in the total grant pool, not by reducing the provincial contribution per trip.

Other Grants

The total for other grants for 2011 is $1,173,000. The Province also provides transfers to the Regina Police Service. The transfers received by the Regina Police Service are included in the Fees and Charges section for Police. Other grants are conditional grants linked to specific projects or initiatives. Most of the grants are one-time grants that will not be received from year to year. Some of the grants, such as those for the Discounted Transit Pass Grant are programs that could continue for several years, although there is no specific commitment from the Province with respect to the timeframe for the grants.

Licenses, Levies and Fines

Operating Revenue Summary ($000's)

Revenue Source	2010 Budget	2010 Actual	2011 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Licenses					
Business Licenses	700.0	733.0	**700.0**	-	-
Animal Control and Impoundment	400.0	323.4	**485.0**	85.0	21.3
Taxi Licenses	40.0	47.4	**40.0**	-	-
Levies and Other Taxes					
Paved and Gravel Alley Special Tax	3,072.5	3,473.6	**3,254.2**	181.7	5.9
Amusement Tax	600.0	733.1	**600.0**	-	-
Fines					
Court Fines	3,100.0	3,256.5	**3,100.0**	-	-
Animal Fines	38.9	75.6	**123.9**	85.0	218.5
Parking Tickets	1,625.0	1,445.1	**1,625.0**		-
Fire Bylaw Violations	-	2.5	**25.0**	25.0	-
Total	9,576.4	10,090.2	**9,953.1**	376.7	3.9

Business Licenses

The authority for licenses is Section 8 of *The Cities Act*. The majority of the licenses issued by the City are pursuant to *The Licensing Bylaw, 2007*.

The 2011 budget for business licenses is $700,000, no change from the 2010 budget. City Council (Report CR06-88) approved a simplified structure for license fees effective January 1, 2007. The new structure established two license categories with a fee of $225 for a Resident Business License and $450 for a Non-Resident Business License. On an annual basis, about 3,400 licenses are issued.

The following table details the business license revenue (budget and actual) since 2007.

Business License Revenue ($000's)	2007	2008	2009	2010	2011
Budget	700.0	700.0	700.0	700.0	700.0
Actual	678.0	702.4	684.3	733.0	-
Variance	(22.0)	2.4	(15.7)	33.0	(700.0)

Animal Control and Impoundment

The 2011 budget for animal licensing and fines is $485,000. City Council (Report CR07-163) approved an amendment of the Cat Control Bylaw, later repealed and consolidated as part of *The Regina Animal Bylaw, 2009*, to state that all cats must be licensed and an increase in animal fines, effective January 1, 2008. The revenue from animal licensing and animal fines is a source of funding for animal control and impoundment, with services provided under contract by the Regina Humane Society.

Paved and Gravel Alley Special Tax

Funding for maintenance and reconstruction of alleys is through a **Paved and Gravel Alley Special Tax** levied pursuant to Section 275 of *The Cities Act*. The special tax is levied against all properties that abut an alley and is billed in conjunction with property taxes.

The 2011 budget of $3,254,200 is an increase of $181,700 over the 2010 budget. The 2011 budget reflects an increase in the special tax rates of approximately 0.03% (however a slight decrease in the assessed footage). There is also deferred revenue collected in prior years that will be expended in 2011.

The 2011 budget includes anticipated cost increases for labour, equipment and materials, which, in turn, require a corresponding increase in the alley special tax rates. In addition, the proposed increase includes the apportioned amounts of salaries for engineering and an allowance for initiating the bylaw enforcement process for private tree pruning.

These costs are not the full costs of operation and overhead. Full costs of overhead have not been charged to the program. Therefore, in order for the alley program to be fully funded by the property owners, additional costs of overhead will be identified and brought forward for consideration when future alleys programs are developed.

The following table details rates for alleys and lanes since 2006. Since 2003, the revenue was collected through the special tax provisions of *The Cities Act*. Prior to 2003, the levy was assessed pursuant to provisions of *The Urban Municipality Act, 1984*.

Assessable Rates	2006	2007	2008	2009	2010	2011
Paved and Upgraded Alleys	$2.21/ft.	$2.28/ft.	$2.40/ft.	$2.64/ft.	$2.72/ft.	$2.88/ft.
Gravel Alleys	$1.43/ft.	$1.48/ft.	$1.55/ft.	$1.66/ft.	$1.71/ft.	$1.81/ft.

The rate increase for 2011 is consistent with the direction adopted by City Council to enhance the maintenance of alleys. In 1996, an initiative was undertaken to evaluate the entire alley system. From the review, it was proposed that a 30-year reconstruction cycle be adopted for paved alleys and a 40-year reconstruction cycle for gravel alleys.

In order to implement this proposal the number of paved alleys reconstructed each year would be increased by an increment of four until 2005 when the program would provide for reconstruction of approximately 45 paved alleys.

For gravel alleys, increased investment levels between 1996 and 2001, resulted in all alleys requiring full block reconstruction being completed. The 2001 evaluation confirmed the objectives of the strategy were met, however, adjustments to the maintenance program were warranted. The approved maintenance program involved blading four to five times during the construction season, spot gravelling, cleaning of catch basins, minor reconstruction, minor drainage improvements, and a systematic program of gravel refreshment. Continuation of the investment strategy ensured ten additional alleys/year would be refreshed until 2006 when a ten-year refreshment cycle was reached on a City wide basis. As well, minor reconstruction of alleys was reduced to the equivalent of approximately five locations/year.

If the special tax levy is not fully expended in the year levied for the intended purpose, the amount of the levy that is not spent is recognized as deferred revenue and taken into revenue only when it is expended on the intended purpose in the following year.

Amusement Tax

The authority for **amusement tax** is Section 279 of *The Cities Act*. Bylaw 2003-102, the Amusement Tax Bylaw, establishes the amusement tax rate and defines the nature of entertainment subject to the tax. Amusement tax is applicable to the sale of tickets for commercial movie theatres. The amusement tax is 10%, with one-tenth of the amount to be retained by the theatre as an administrative fee or commission for collecting the tax.

For 2011, the projected revenue from amusement tax is $600,000, no change from the 2010 budget. The administrative fee or commission for 2011 is $60,400.

The following table details the amusement tax revenue (budget and actual) since 2007.

Amusement Tax Revenue ($000's)	2007	2008	2009	2010	2011
Budget	550.0	600.0	600.0	600.0	600.0
Actual	601.8	611.9	730.3	733.1	-
Variance	51.8	11.9	130.3	133.1	(600.0)

Court Fines

The projected revenue from court fines for 2011 is $3,100,000, no change from the 2010 budget.

Court fines are received either through the Municipal Court or through traffic violations that result in payment through the provincial court system. The Regina Police Service issues tickets for infractions of *The Provincial Vehicles Act* and the City of Regina Traffic Bylaw.

The next table provides a summary of the budgeted and actual revenue from court fines since 2007 along with history on the number of traffic tickets issued and paid.

Court Fines Information	2007	2008	2009	2010	2011
Fine Revenue ($000's):					
Budget	2,400.0	2,750.0	2,750.0	3,100.0	3,100.0
Actual	2,673.1	3,364.1	3,187.4	3,256.5	-
Variance	273.1	614.1	437.4	156.5	(3,100.0)
Traffic Tickets:					
Tickets Issued	27,418	32,723	33,879	36,444	-

While the Province administers and enforces the collection of tickets, they deduct from the fine revenue remitted to the City the following charges:

- A court security fee of $320,000 per year.
- An administration fee of 25% of the value of the tickets collected, plus the costs for credit and debit cards and collection agency fees. The total projected fine administration fee for 2011 is $687,500.

Parking Fines

The projected revenue from parking fines for 2011 is $1,625,000, no change from the 2010 budget.

The next table provides a summary of the parking fine revenue since 2007 along with information on the tickets issued and paid, and other related information. The introduction of an on-line payment option in April/2009 has been well received with a steady increase in the tickets collected via this method. As of August 2010, 35% of all parking fines were collected through this payment method.

Parking Ticket Information	2007	2008	2009	2010	2011
Parking Ticket Fines ($000's):					
Budget	1,260.0	1,525.0	1,525.0	1,625.0	1,625.0
Actual	1,490.6	1,315.1	1,606.5	1,445.1	-
Variance	230.6	(209.9)	81.5	(179.9)	(1,625.0)
Parking Tickets:					
Tickets Issued - City	64,247	60,783	68,239	68,482	-
Tickets Issued - Wascana/University	17,969	18,042	20,565	20,541	-
	82,216	78,825	88,804	89,023	-
Tickets Paid	72,308	66,741	76,669	75,707	-

Fire Bylaw Code Violations/Fines – Amendments to the Regina Fire Bylaw 2005-18 in 2010 provide for enhanced enforcement powers that permit the issuing of fines for failing to comply with fire code requirements. The revenue for 2011 is projected to be $25,000.

Fees and Charges

Operating Revenue Summary ($000's)

Revenue Source ($000's)	2010 Budget	2010 Actual	2011 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Public Works	10,127.9	11,236.0	**12,398.2**	2,270.3	22.4
Planning & Development	2,134.7	3,095.2	**3,988.0**	1,853.3	86.8
Community & Protective Services	16,335.9	18,269.8	**17,288.2**	952.3	5.8
Regina Police Service	6,697.7	7,110.6	**6,580.9**	(116.8)	(1.7)
Other Fees and Charges	1,162.0	2,018.1	**2,270.9**	1,108.9	95.4
Total	36,458.2	41,729.7	**42,526.2**	6,068.0	16.6

Public Works Fees and Charges

Revenue Source ($000's)	2010 Budget	2010 Actual	2011 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Solid Waste Collection	244.1	230.6	**244.1**	-	-
Landfill Fees	5,368.0	6,037.5	**6,478.0**	1,110.0	20.7
Allocated Landfill Charges	2,521.0	2,929.6	**3,610.0**	1,089.0	43.2
Recycling Revenues	240.0	235.1	**200.0**	(40.0)	(16.7)
Use/Encroachment Fees	45.0	46.2	**45.0**	-	-
Parking Fees	1,400.0	1,388.4	**1,400.0**	-	-
Other Revenues	309.8	368.6	**421.1**	111.3	35.9
Total	10,127.9	11,236.0	**12,398.2**	2,270.3	22.4

Landfill Fees

The 2011 budget for landfill fees is $6,478,000, an increase of $1,110,000 over 2010. This is due to an increase in the tipping fee at the scale, with expected unit volumes to remain relatively unchanged.

In 2010, City Council (Report CR10-110) approved landfill rates per tonne for 2011 to 2013. The rates for 2011, 2012 and 2013 are $45.00, $55.00 and $65.00 respectively.

In 2003, City Council adopted a funding policy for the calculation of the transfer to the landfill reserve. The landfill and recycling revenues net of landfill and recycling operating costs are transferred to the Landfill Reserve to fund landfill capital costs. The landfill revenues used in the calculation of the transfer include the revenues from external customers. A financial model has been developed for the landfill operations, taking into account operating and capital costs for the landfill and recycling. Rates are established based on funding requirements for operating costs along with current and projected capital requirements. For 2011, this revenue increases to $6,478,000.

The following table details landfill revenue (budget and actual) since 2007:

Landfill Revenue ($000's)	2007	2008	2009	2010	2011
Budget	3,814.5	5,775.3	4,980.3	5,368.0	6,478.0
Actual	4,372.7	5,176.3	5,352.8	6,037.5	-
Variance	558.2	(599.0)	372.5	669.5	(6,478.0)

The solid waste residential collection program pay tipping fees as is done by other internal City clients via an internal allocation. This allocation is done at the tipping fee unit price that is the same as for all other users, internal and external.

Parking Meter Fees

The 2011 budget for parking meter revenues is $1,400,000, no change from 2010 budget. In 2003, City Council (CR03-113) approved, effective July 1, 2003, an increase in parking meter rates from $0.75 to $1.00 per hour. The increase was for regular meters. Loading zone meters are 50 cents for 15 minutes.

The following table details parking meter revenue (budget and actual) since 2007.

Parking Meter Revenue ($000's)	2007	2008	2009	2010	2011
Budget	1,200.0	1,340.0	1,340.0	1,400.0	1,400.0
Actual	1,356.8	1,406.0	1,447.4	1,388.4	-
Variance	156.8	66.0	107.4	(11.6)	(1,400.0)

Planning & Development Fees and Charges

Revenue Source ($000's)	2010 Budget	2010 Actual	2011 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Planning & Sustainability Department					
Building Branch					
Building Permit Fees	1,406.1	2,301.4	**2,919.2**	1,513.1	107.6
Other Revenue	29.3	104.9	**28.3**	(1.0)	(3.4)
Development Review Branch					
Allocated Development Application Fees	5.0	20.3	**5.0**	-	-
Application Fees	166.6	146.0	**470.0**	303.4	182.1
Sign Permit Fees	33.0	37.7	**33.0**	-	-
Sale of Promotional Items, Maps, etc.	0.6	0.2	**0.6**	-	-
Development Engineering Department					
Development & Technical Services					
Sale of Promotional Items, Maps, etc.	4.0	4.1	**4.0**	-	-
Sign Permit & Develop Application Fees	448.7	463.3	**500.0**	51.3	11.4
Allocated Surveying Costs	(184.1)	(193.4)	**(204.6)**	(20.5)	(3.7)
Municipal Access Fee	7.5	14.0	**7.5**	-	-
Access Administration Fee	-	2.0	**-**	-	
Assessment & Property Taxation					
Tax Certificate and Search Fees	140.0	117.2	**140.0**	-	-
Administration Charges	20.0	34.1	**27.0**	7.0	35.0
NSF Service Charge	16.0	14.0	**16.0**	-	-
Miscellaneous Revenue	42.0	29.4	**42.0**	-	-
Total	2,134.7	3,095.2	**3,988.0**	1,853.3	86.8

Building Permit Fees

The 2011 budget for building permit fees is $2,919,200, an increase of $1,513.100 from the 2010 budget of $1,406,100. The 2011 budget for development application fees collected by the Planning and Sustainability Department is $470,000, an increase of $303,400 from the 2010 budget of $166,600. The Planning and Sustainability Department retained BMA Management Consulting in December 2009, to conduct a review and make recommendations on service delivery, operating practices, and building permit and development planning fees. As part of the Planning and Sustainability Department Renewal Strategy, this review of fee-for-service activities was undertaken to ensure department operating practices and fees are aligned with customer service targets and full-cost accounting principles. Building permit and development application fees are now based on the principle of 100% cost recovery for all fee-for-service activities. Movement to full cost recovery supports the principle of growth paying for itself and will reduce the required amount of taxpayer dollars to fund the Planning and Sustainability Department. A risk to this approach is the natural fluctuation in the level of development activity and the potential to collect lower fee revenue than necessary to cover direct expenses. This will be mitigated by the establishment of a stabilization reserve in which surplus dollars will be directed when fee revenues exceed expenses and drawn from when fees do not fully cover expenses. The fee rates will be reviewed regularly to ensure that the fee revenue and level of service provided are appropriately matched. The fee for new commercial construction projects is $8.00 for every $1,000 of construction value.

Assessment and Taxation Fees

The 2011 budget for assessment and tax fees is $225,000 in total. The estimated revenue from tax certificates and search fees is $140,000. The fee for a tax certificate is $25. Included in the 2010 budget is an estimated $50,000 in fees paid by mortgage companies for taxation services. A variety of other miscellaneous fees account for the balance of the assessment and taxation fee revenue. Fees are established in Schedule B of Bylaw 2003-69.

Community & Protective Services Fees and Charges

Revenue Source ($000's)	2010 Budget	2010 Actual	**2011 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Community Services Department					
Northwest Leisure Centre	425.5	455.5	**421.4**	(4.1)	(0.0)
Sandra Schmirler Leisure Centre	784.3	872.7	**819.2**	34.9	0.3
Lawson Aquatic Centre	1,022.1	1,084.6	**1,060.3**	38.2	0.4
Fieldhouse	869.1	924.3	**892.0**	22.9	0.2
Outdoor Pools	108.7	136.2	**127.2**	18.5	0.2
Neil Balkwill Civic Arts Centre	202.7	209.0	**202.7**	-	-
Speed skating Oval	2.0	-	**3.0**	1.0	0.0
Outdoor ice	1.5	1.1	**1.5**	-	-
Athletic Fields	150.3	152.6	**150.3**	-	-
Mosaic Stadium	216.1	330.1	**216.1**	-	-
Leslie Lawn Bowling Greens	17.5	11.1	**17.5**	-	-
Tennis Courts	0.6	1.2	**0.6**	-	-
Douglas Park	7.0	5.7	**5.0**	(2.0)	(0.0)
Indoor Arenas	1,611.7	2,234.2	**2,001.5**	389.8	3.9
Rambler Park	-	-	**40.0**	40.0	0.4
Other Revenue	26.0	44.4	**10.0**	(16.0)	(0.2)
Community & Social Development Services				-	-
Facility Rentals	120.4	202.6	**134.2**	13.8	0.1
Program Registration Fees	31.0	-	**0.0**	(31.0)	(0.3)
Parks and Open Space Department				-	-
Golf Courses	2,664.7	2,819.8	**2,709.3**	44.6	0.4
Cemeteries	829.4	1,007.1	**880.6**	51.2	0.5
Streetscape	5.0	24.2	**10.0**	5.0	0.1
Other Revenue	19.5	59.3	**39.5**	20.0	0.2
Fire & Protective Services Department				-	-
Bylaw Enforcement	91.2	128.1	**83.0**	(8.2)	(0.1)
RRAP Inspection Fees	40.0	58.7	**40.0**	-	-
Licensing and Municipal Fines	6.6	6.8	**6.6**	-	-
Fire Suppression Fees	200.0	260.2	**206.8**	6.8	0.1
Miscellaneous Revenue	-	-	**5.0**	5.0	0.1
Transit Department				-	-
Transit Operations	6,476.4	6,827.6	**6,798.3**	321.9	3.2
Paratransit Services	406.6	412.8	**406.6**	-	-
Total	16,335.9	18,269.9	**17,288.2**	952.3	5.8

Community Services Revenue

The following table details Community Services revenue (budget and actual) since 2007. The revenue includes the fees and charges for the Community Services Department, not including Indoor Arenas.

Community Services Revenues ($000's)	2007	2008	2009	2010	2011
Budget	3,535.6	3,613.4	3,392.7	3,833.4	3,966.8
Actual	3,812.0	4,144.3	4,117.0	4,228.5	-
Variance	276.4	530.9	724.3	395.1	(3,966.8)

A fees and charges strategy for the period 2008 through 2010 for sport, culture and recreation services currently exists. As part of this strategy, fees and charges for admissions and leisure passes were approved by City Council in 2007; fees and charges for rental services were approved by City Council in 2008. The strategy is currently being reviewed and a new strategy is being developed.

Fees and charges are developed through a process that determines cost-recovery levels that aim to establish an acceptable balance between user fees and taxpayer subsidy. Where the community at large benefits from an individual's use of a program or service (for example, where a recreation activity is aimed at children and youth and focuses on water safety), a higher level of tax subsidy is deemed to be appropriate than when it is primarily the individual who benefits from the use of the program or service (for example, where the activity is aimed at adults developing specialized skills). This is referred to as a benefits-based approach to establishing cost recovery levels.

To reflect this approach, cost recovery levels at the City of Regina for services that are less specialized and targeted mostly at children and youth – including outdoor pools, athletic fields, and neighbourhood centres – are established between 20 to 25%, with the community as a whole sharing between 75 to 80% of the cost through tax subsidies. Cost recovery levels for services that are more specialized – such as fitness and aquatic facilities, arenas, and the Neil Balkwill Civic Arts Centre are established at between 50 to 60%, with the community as a whole subsidizing between 40 to 50% of the cost through tax subsidies. Where other service providers exist in Regina, as for fitness and aquatics services, rates reflect the market value for those services. This ensures that the City's provision of services at subsidized rates does not discourage other organizations from providing similar services in the marketplace.

The City also offers an Affordable Fun Program, which provides further subsidies for citizens who experience financial barriers to participation. Through this program, individuals who meet established criteria, are able to purchase leisure passes and register in programs at a subsidized rate.

Arena Revenue

The 2011 budget for arena revenue is $2,001,575, an increase of $389,875 from the 2010 level of $1,611,700. As part of the City's partnership to provide the community with access to the multi-purpose arena facilities at Evraz Place, a three-year fees and charges strategy for arenas was developed, beginning with the 2010 winter season, generating an additional $300,000 per year.

The following table details arena revenue (budget and actual) since 2007.

Arena Revenue ($000's)	2007	2008	2009	2010	2011
Budget	1,205.0	1,306.8	1,306.8	1,611.7	2,001.5
Actual	1,370.5	1,380.5	1,381.3	2,234.2	-
Variance	165.5	73.7	74.5	622.5	(2,001.5)

Golf Course Revenue

The 2011 budget for golf course revenue is $2,709,300, an increase of $44,600 from the 2010 budget amount of $2,664,700.

Western Golf Management (WGM) has a three-year contract to operate the Joanne Goulet and Lakeview Golf Courses. This contract, approved by City Council in February, 2010, is in effect from 2010 through 2012. In addition to the annual base fee of $382,000, the City will receive 40% of all green fees collected.

WGM also has a 20-year contract (2002 – 2021) to operate the Murray and TorHill Golf Courses. The City receives an annual base fee along with 50% of all green fees collected. A three-year fee schedule for 2010-2012 was approved by City Council in February, 2010.

The following table details golf course revenue (budget and actual) since 2007.

Golf Course Revenue ($000's)	2007	2008	2009	2010	2011
Budget	2,473.6	2,473.6	2,590.6	2,664.7	2,709.3
Actual	2,472.4	2,590.8	2,717.5	2,819.8	-
Variance	(1.2)	117.2	126.9	155.1	(2,709.3)

Cemetery Revenue

The 2011 budget for Cemetery revenue is $880,600, an increase of $51,200 from the 2010 budget.

A two-year fee schedule, effective July 1, 2010, incorporating fee increases of 8% and 6%, in 2010 and 2011 respectively, was approved by City Council in April, 2010. The fee schedule is in line with fees charged by other municipally-operated cemeteries in Saskatchewan and Western Canada. A new columbarium, installed in fall 2010 will attract higher than normal sales of niches. Sales volumes of other products and services are expected to remain similar to 2010. Cemeteries are operated on a cost-recovery basis.

The following table details cemetery revenue (budget and actual) since 2007.

Cemetery Revenue ($000's)	2007	2008	2009	2010	2011
Budget	852.9	722.9	797.5	829.4	880.6
Actual	976.0	900.2	844.7	1,007.1	-
Variance	123.1	177.3	47.2	177.7	(880.6)

Fire Suppression Service Fees

The majority of the revenue is for fees pursuant to service agreements with the Rural Municipality of Sherwood and the Rural Municipality of Lumsden. The fees have two components:

- **Retainer Fee** – For each of the servicing agreements, an annual retainer fee is paid. The retainer fees were established when the initial agreements were negotiated. The fees increase each year by the greater of the percentage increase in the Consumer Price Index for the prior year or the capital and operating budgets. The following table has information on the historic fees charged and the projected retainer fees for 2011.

Fire Service Agreements Retainer Fee ($)	2007	2008	2009	2010	2011
Rural Municipality of Sherwood	74,950.0	76,899.0	80,283.0	82,771.0	84,179.0
Rural Municipality of Lumsden	10,071.0	10,333.0	10,787.0	11,122.0	11,311.0
Sakimay First Nation	538.0	552.0	577.0	594.0	605.0

- **Service Call Fee** – In addition to the retainer fee, a per incident charge is billed to the rural municipality. Revenues vary based on the number of service calls, the resources required, and the length of time for a call. The estimated revenue from service call fees in 2011 is $75,600.

  Other Fire suppression service fees are received from Saskatchewan Government Insurance for motor vehicle accidents and fires. The estimated revenue for 2011 is $35,100. Prior to 2009, the department also received payments from the Municipal Rescue Services Fund administered by SUMA for performing emergency services at vehicle accidents outside of the department's jurisdiction. The process changed in 2009 and all vehicle accident billings are processed directly through Saskatchewan Government Insurance.

Transit Fees and Charges

				Budget Change	
Revenue Source ($000's)	2010 Budget	2010 Actual	**2011 Budget**	Dollar Change	Per Cent Change
Public Transit					
Cash Fares	1,676.6	1,729.3	**1,760.0**	83.4	5.0
Ticket Sales	1,066.2	1,084.2	**1,120.0**	53.8	5.0
Pass Sales	2,798.5	3,021.8	**3,013.6**	215.1	7.7
Senior Citizens Pass Sales	247.3	211.4	**200.0**	(47.3)	(19.1)
Advertising	438.2	464.1	**440.0**	1.8	0.4
Other Revenue	249.6	316.8	**264.7**	15.1	6.0
Paratransit					
Cash, Ticket and Pass Sales	264.6	277.0	**278.0**	13.4	5.1
Other Revenue	142.0	135.9	**128.6**	(13.4)	(9.4)
Total	6,883.0	**7,240.4**	**7,204.9**	321.9	4.7

The 2011 budget for Transit revenues is $7,204,900, an increase of $321,900 as compared to the 2010 budget. There is a grant from the Province of $510,000 for the discounted pass program, as well as a Paratransit grant of $1,045,000. These grants are shown in the Government Grants section.

The following table details transit revenues (budget and actual) since 2007.

Transit Revenues and Fares ($000's)	2007	2008	2009	2010	2011
Public Transit Revenue:					
Budget	5,160.3	5,375.3	5,713.6	6,476.4	6,798.3
Actual	5,449.9	5,972.0	6,424.8	6,827.6	-
Variance	289.6	596.7	711.2	351.2	(6,798.3)
Paratransit Revenue:					
Budget	473.9	393.9	373.7	406.6	406.6
Actual	517.7	405.1	412.4	412.8	-
Variance	43.8	11.2	38.7	6.2	(406.6)
Transit Rates (Effective Jan. 1):					
Cash Fares:					
Adult	2.10	2.10	2.25	2.50	2.50
Youth	1.60	1.60	1.75	2.00	2.00
Tickets (10 tickets):					
Adult	17.00	17.00	18.00	20.00	20.00
Youth	12.50	12.50	13.50	15.00	15.00
Bus Pass:					
Adult (monthly)	57.00	57.00	59.00	62.00	62.00
Post Secondary (monthly)	48.00	48.00	50.00	53.00	53.00
Youth (monthly)	42.00	42.00	44.00	47.00	47.00
Senior (semi-annual)	93.00	93.00	96.00	101.00	101.00
Senior (annual)	185.00	185.00	192.00	202.00	202.00
Discounted Pass (monthly)	15.00	15.00	20.00	20.00	20.00
Paratransit Rates (Effective July 1):					
Cash Fares	2.10	2.10	2.25	2.50	2.50
Tickets (10 Tickets)	21.00	21.00	18.00	20.00	20.00
Punch Pass (40 uses)	84.00	84.00	90.00	100.00	100.00

In 2008, Paratransit rates were adjusted to parallel Public Transit rates. The 40 use Punch Pass is available to Paratransit customers only and is based on the cash fare.

Regina Police Service Fees and Charges

Revenues for the Regina Police Service decreased by $116,800. The revenues are based on the 2011 budget of the Board of Police Comission as submitted to City Council. The revenues include grants from the Federal and Provincial Governments.

Revenue Source ($000's)	2010 Budget	2010 Actual	2011 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Provincial Programs					
SHOCAP	500.0	500.0	**600.0**	100.0	20.0
CFSEU	527.5	524.4	**527.5**	-	-
Enhanced Community Policing	1,600.0	1,600.0	**1,900.0**	300.0	18.8
Missing Person Task Force	100.0	100.0	**100.0**	-	-
Enhanced Investigative Policing	200.0	200.0	**500.0**	300.0	150.0
Internet Child Exploitation	200.0	200.0	**200.0**	-	-
Provincial Police Resource	400.0	425.0	-	(400.0)	(100.0)
CFSEU - Inspector	39.8	39.8	-	(39.8)	(100.0)
CFSEU - Operating Cost Recovery	80.0	116.3	**84.3**	4.3	5.4
Fraud Investigator - Social Services	100.0	100.0	**100.0**	-	-
Victim Services	104.1	105.2	**105.1**	1.0	1.0
Aboriginal Resource Officers	108.3	84.4	**109.4**	1.1	1.0
SGI Enforcement Overdrive	82.0	82.5	**82.5**	0.5	0.6
9-1-1 PSAP	826.8	829.7	**846.8**	20.0	2.4
	4,868.5	4,907.3	**5,155.6**	287.1	5.9
Federal Programs					
Integrated Proceeds of Crime	90.0	90.0	**90.0**	-	-
RIIU Casual Monitor	23.2	8.7	**23.2**	-	-
Corrections Liaison Officer	113.1	99.8	**94.2**	(18.9)	(16.7)
NWEST - National Weapons Enforcement	112.7	102.1	**112.7**	-	-
Olympics 2010 Vancouver	334.9	286.9	-	(334.9)	(100.0)
	673.9	587.5	**320.1**	(353.8)	(52.5)
Other Revenue					
Communication Technology Unit	373.5	503.8	**382.3**	8.8	2.4
Miscellaneous Revenue	572.8	861.9	**629.1**	56.3	9.8
Contributions	204.0	245.3	**88.8**	(115.2)	(56.5)
Cost Recoveries	5.0	4.8	**5.0**	-	-
	1,155.3	1,615.8	**1,105.2**	(50.1)	(4.3)
Total	6,697.7	7,110.6	**6,580.9**	(116.8)	(1.7)

Provincial Programs

- **SHOCAP** – Serious and Habitual Offender Comprehensive Action Plan Program. This program is funded by the Saskatchewan Provincial Government, Department of Justice and funds six police officers to provide a strategy that integrates the resources of police, prosecutions, social services, corrections and other agencies to respond in an effective manner to serious and habitual offenders.

- **CFSEU** – Combined Forces Selective Enforcement Unit. This program is funded by the Saskatchewan Provincial Government, Department of Justice and funds five police officers to provide a strategy for the resources of the Regina Police Service Serious Crime Task Force to conduct comprehensive investigations of individuals involved in or suspected of engaging in organized criminal activities.

- **Enhanced Community Policing** – This program is funded by the Saskatchewan Provincial Government, Department of Justice and funds nineteen police officers to assist the Regina Police Service with its Neighbourhood Policing Program.

- **Missing Person Task Force** – This program is funded by the Saskatchewan Provincial Government, Department of Justice and funds one police officer to investigate new and historic missing person cases.

- **Enhanced Investigative Policing** – This program is funded by the Saskatchewan Provincial Government, Department of Justice and funds five police officers to investigate child sexual exploitation offences, street gangs, RIDU street team and graffiti investigator.

- **Internet Child Exploitation (ICE)** – This program is funded by the Saskatchewan Provincial Government, Department of Justice and funds two police officers dedicated to the investigation of internet child exploitation files.

- **CFSEU Operating Cost Recovery** – This revenue is cost recovery for building lease, utility expenses and vehicle lease expenses for CFSEU.

- **Fraud Investigator** – This program is funded by the Saskatchewan Provincial Government, Department of Social Services and funds one police officer to investigate fraud.

- **Victim Services** – This program is funded by the Saskatchewan Provincial Government, Department of Justice and funds two civilian employees to provide basic services to victims of crime and traumatic events including information, support, referral, accompaniment and advocacy.

- **Aboriginal Resource Program** – This program is funded by the Saskatchewan Provincial Government, Department of Justice and funds two civilian employees to provide basic services to aboriginal victims of crime and their families including information, support and referral. The program also reflects community interest/concerns as a focus for advocacy within the justice system on behalf of aboriginal victims of crime.

- **SGI Enforcement Overdrive** – This program is funded by SGI and funds the cost to conduct road side check points to reduce the incidence of impaired driving and make the streets of Regina safer.

- **Sask 9-1-1 PSAP** – This revenue is related to the provincial 9-1-1 system. The Regina Police Service is one of the three PSAP's for Saskatchewan. This program funds 10.8 permanent and casual civilian employees.

Federal Programs

- **Integrated Proceeds of Crime** – This program is funded by the Government of Canada and funds one officer to participate in a multi-organizational unit.

- **RIIU ACIIS Data Entry Clerk** – This program is funded by the RCMP and supports one-half casual civilian employee to provide data-entry duties related to Automated Criminal Intelligence Information System (ACIIS).

- **Corrections Liaison Officer** – This program is funded by the Correctional Service of Canada (CSC) and funds one police officer to work closely with parole officers including monitoring the activities of higher-risk offenders; acting as a link with police and other relevant agencies in order to enhance information sharing; and engaging in activities related to reducing the number of unlawfully at large offenders.

- **NWEST – National Weapons Enforcement Support Team** – This program is funded by the RCMP and supports one police officer to work with the Firearms Support Services Directorate (FSSD).

Other Police Revenues

- **Communication Technology Unit** – This revenue is cost recovery and corresponds with the Communication Technology (Radio Shop) Operating Budget. Revenues are received by charging the users (City of Regina, Regina Police Service and some external users) of the trunked radio system and are managed by the Radio Management Committee.

- **Miscellaneous Revenues** – This revenue includes pre-employment criminal record checks, letters of conduct, special duty, Treaty Four Citizens Police Academy and other general revenue.

- **Contributions** – This revenue includes partial funding for one police officer to provide the services of Liaison Officer for the University of Regina and revenue from the Public and Separate School Boards for the School Resource Officer Program.

- **Cost Recoveries** – This revenue is cost recovery and represents the actual cost of administering the Sigma test to all police and communications officer applicants.

Other Fees and Charges

Revenue Source ($000's)	2010 Budget	2010 Actual	**2011 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Council and Committees					
Board of Revision Fees	15.0	59.4	**30.0**	15.0	100.0
Development Appeals Fees	4.0	5.4	**4.0**	-	-
Other Revenue	1.0		**0.2**	(0.8)	(80.0)
	20.0	64.8	**34.2**	14.2	71.0
Office of the City Manager					
Communication Fees and Charges	4.0	11.6	**4.0**	-	-
Election Cost Recovery	-	-	**-**	-	100.0
Other Revenue	0.4	203.0	**0.4**	-	-
	4.4	214.6	**4.4**	-	-
Corporate Services Department					
Auction and Salvage	205.0	399.3	**459.0**	254.0	123.9
Employee Parking	334.8	334.5	**434.8**	100.0	29.9
Facility Operating Agreements	19.0	312.1	**9.0**	(10.0)	(52.6)
Facility Charges - Sunset Library	78.1	89.1	**78.1**	-	-
False Alarm Fees	50.0	64.1	**57.9**	7.9	15.8
Agreement and Charters	5.0	1.4	**5.0**	-	-
Corporate Overhead Charge	-	3.9	**746.6**	-	-
Other Revenue	48.5	137.1	**44.7**	(3.8)	(7.8)
	740.4	1,341.5	**1,835.1**	348.1	47.0
Saskatchewan Lotteries Grant	397.2	397.2	**397.2**	-	-
Total	1,162.0	2,018.1	**2,270.9**	362.3	31.2

Board of Revision Fees

The Board hears appeals and makes decisions with respect to local improvements and property assessment appeals in accordance with *The Local Improvements Act, 1993* and *The Cities Act*. There are nine citizen members on the Board. The fees established by City Council in Bylaw 2003-69, pursuant to the authority in Section 196 of *The Cities Act*, are:

- $30.00 for each single family residential property.
- $30.00 per condominium unit.
- For all other properties, $150.00 for properties with a fair value assessment of up to $499,999. For properties with a fair value assessment of $500,000 to $1,000,000, the fee is $500.00 and for properties with a fair value assessment over $1,000,000, the fee is $750.00.

Fees are refundable if the appeal is successful. There are typically a substantial number of appeals in a reassessment year, with fewer appeals in the years following a reassessment.

Development Appeals Fees

The Development Appeals Board hears and considers appeals to zoning regulations. It carries the duties and powers as set forth in Bylaw 9250 and section 92 of *The Planning and Development Act, 1983*. There are five citizen members on the Board. The appeal fee is $50.00.

False Alarm Fees

Based on a recommendation from The Board of Police Commissioners, City Council passed Bylaw 2004-24, providing for false alarm fees of $75 for the third and fourth false alarm within a one year period. The Regina Police Service administers the alarm bylaw, but the fees are billed through the Financial Services Department.

Other Revenues

Operating Revenue Summary ($000's)

Revenue Source	2010 Budget	2010 Actual	2011 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Electrical Distribution	28,261.5	28,632.9	**29,556.6**	1,295.1	4.6
Gas Distribution	8,655.0	6,875.1	**5,398.5**	(3,256.5)	(37.6)
Interest	5,066.1	10,948.2	**5,066.1**	-	-
Tax Penalties	975.0	991.9	**975.0**	-	-
Local Improvement Interest	75.0	70.2	**75.0**	-	-
Other Revenues	-	0.9	-	-	-
Interfund Transfers					
Utility Surplus Transfer	5,873.9	5,873.9	**6,376.9**	503.0	8.6
Utility Administration	3,519.5	3,519.5	**3,853.4**	333.9	9.5
Pension and Benefits Administration	73.9	73.9	**73.9**	-	-
Buffalo Pound Water Admin. Board	29.1	29.1	**29.1**	-	-
Transfers from Reserves					
General Fund Reserve	2,516.2	8,500.0[1]	**75.0**	(2,441.2)	(97.0)
Social Development Reserve	-	265.0[1]	-	-	-
Technology Reserve	-	837.3[1]	-	-	-
Transit Fleet Replacement Reserve	-	3,542.1[1]	-	-	-
Regina Grants Reserve	-	48.5[1]	-	-	-
Cemetery Reserve	43.5	-	-	(43.5)	(100.0)
Total	55,088.7	70,208.5	**51,479.5**	(3,609.2)	(6.6)

Note:

1. *Of the total of $13,192.9 $12,879.4 is offset by equal expense in Corporate Services. These amounts represent transfer from one reserve to another (see page 66)*

Electrical Distribution Revenue

The City receives from SaskPower a 10% municipal surcharge that is added to a customer's bill, and 5% of the SaskPower revenues within the city limits (called a payment in lieu of taxes).

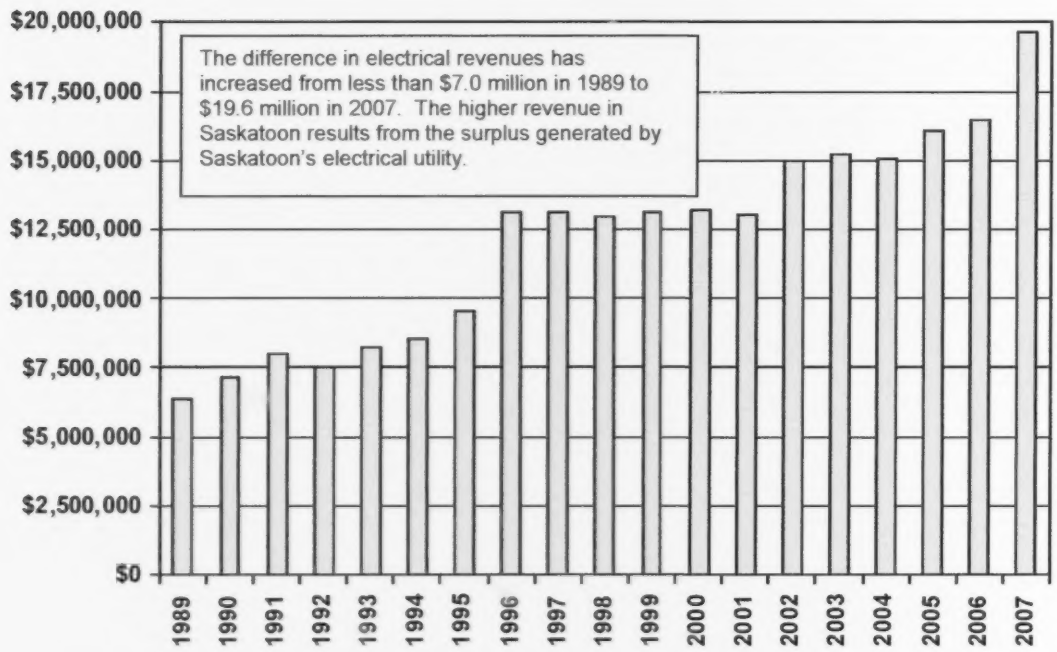
The projected revenue for 2011 is $29,556,600, an increase of $1,295,100 or 4.6% over the 2010 budget. The 2011 revenue budget is based on a five-year average of the revenue received from SaskPower, after adjusting for rate changes over the five-year period.

The following table details the electrical revenue (budget and actual) since 2007.

Electrical Revenue ($000's)	2007	2008	2009	2010	2011
Budget	24,010.0	24,600.0	26,103.5	28,261.5	29,556.6
Actual	25,378.1	25,428.9	27,110.3	28,632.9	-
Variance	1,368.1	828.9	1,006.8	371.4	(29,556.6)

Electrical revenue is the major difference in the revenue available to Regina and Saskatoon. The next graph highlights the **difference** in electrical revenues in the two cities since 1989.

Difference in Electrical Revenues – Regina and Saskatoon



Natural Gas Distribution Revenue

The City receives revenues from SaskEnergy and its subsidiary TransGas on the consumption of natural gas. For SaskEnergy, there is a 5% surcharge (payment in lieu of taxes) that is added to a customer's bill. For customers who do not purchase natural gas from SaskEnergy, but purchase from another supplier, TransGas delivers the natural gas and bills for the transportation cost. TransGas also collects a 5% payment in lieu of tax that is paid to the City. The amount is calculated on the costs of transportation, plus a deemed cost of gas calculated in accordance with regulations. In calculating the deemed cost of gas, the average cost of gas as determined by Saskatchewan Industry and Resources is used.

The TransGas payments with respect to the consumption by Consumers' Co-operative Refineries Limited (CCRL) and Newgrade Energy Inc. (NEI) are subject to an agreement dated October 3, 2000. The agreement was linked to the expansion of the refinery. Prior to the agreement taking effect, the payments from CCRL and NEI for direct purchases of natural gas was calculated on the total amount of natural gas purchased. The companies use natural gas for fuel (fuel stock) and in the production process (feedstock). The agreement provided that once the expansion was operational, natural gas used as feedstock would be eliminated from the calculation of the amount paid to the City, subject to a base amount. The payment to the City will be the greater of an average annual amount of $1,162,050 or the amount due on natural gas used as fuel.

The projected revenue for 2011 is $5,398,500, a decrease of $3,256,500 from the 2010 budget. Assumptions used to generate the 2011 revenue budget are:

- The projected revenue from SaskEnergy is based on a five-year average, with the revenues over the five years adjusted for rate changes.

- The TransGas payment with respect to the consumption of natural gas by Consumers' Co-operative Refineries Limited and Newgrade Energy Inc. is based on the terms of the agreement, projected natural gas volumes provided by the two companies, and the average deemed cost of gas. Changes in the volume of fuel stock and/or the deemed cost of gas will affect the actual revenue received, subject to the base amount in the agreement.

The following table details the gas revenue (budget and actual) since 2007.

Gas Revenue ($000's)	2007	2008	2009	2010	2011
Budget	9,667.5	8,401.4	10,013.5	8,655.0	5,398.5
Actual	8,448.8	9,316.0	8,532.1	6,875.1	-
Variance	(1,218.7)	914.6	(1,481.4)	(1,779.9)	(5,398.5)

There have been substantial variances between the revenue budget and actual revenue. The variances are for the most part related to the payments for direct purchase customers. Variability in the deemed cost of gas is the major factor. CCRL gas rates decreased over 50% from last year's pricing.

The following table details the deemed cost of gas since 2006 used in the calculation of the payments in lieu of taxes for direct purchase customers. In addition to the deemed cost of gas, there is an amount added to the deemed cost pursuant to regulations. The amount for 2008 was 13.3 cents per GJ from January to August and 13.0 cents per GJ from September to December.

Deemed Cost of Gas ($ per GJ)	2006	2007	2008	2009	2010
January	10.853	7.086	6.278	6.258	4.671
February	9.658	6.627	6.678	5.737	5.186
March	7.340	6.814	7.189	4.812	5.041
April	6.340	7.130	7.728	4.028	4.259
May	6.092	6.732	8.495	3.395	3.724
June	5.704	6.299	9.168	3.114	3.488
July	5.356	6.015	9.400	3.102	3.546
August	5.413	5.159	9.940	2.967	3.606
September	5.778	5.778	7.662	2.740	3.340
October	5.108	5.108	6.548	2.471	3.174
November	4.782	4.782	5.916	3.094	3.282
December	6.747	6.747	6.328	4.082	3.238

Interest

Interest earnings are a combination of earnings on short-term investments in a money market fund, and revenue from funds held in a long-term bond fund. The projected interest revenue is subject to change due to changes in cash balances and/or interest rates. **The 2011 budget for interest earnings is $5,066,100 no change from the 2010 budget**.

The following table details the interest revenue (budget and actual) since 2007.

Interest Revenue ($000's)	2007	2008	2009	2010	2011
Budget	4,466.4	4,532.3	3,066.1	5,066.1	5,066.1
Actual	5,232.0	5,869.8	7,680.9	10,948.2	-
Variance	765.6	1,337.5	4,614.8	5,882.1	(5,066.1)

Tax Penalties

Tax penalties are applicable to current taxes that are not paid by June 30 each year and tax arrears. The exception for current taxes is where a property owner is paying taxes through the TIPPS program. The penalty rate for current taxes is 1.25% per month, with a rate of 1.5% per month for tax arrears.

The 2011 budget for tax penalties is $975,000, the same as the 2010 budget. Penalties for current taxes have decreased in recent years as more customers (both residential and non-residential) make use of the monthly tax payment program (TIPPS) and as tax arrears decline. The following table details the tax penalty revenue (budget and actual) since 2007.

Tax Penalty Revenue ($000's)	2007	2008	2009	2010	2011
Budget	1,265.0	1,265.0	1,165.0	975.0	975.0
Actual	963.9	977.2	962.0	991.9	-
Variance	(301.1)	(287.8)	(203.0)	16.9	(975.0)

Water and Sewer Utility Transfers

Transfers from the Water and Sewer Utility include:

- A Transfer to the General Operating Fund, and
- A Utility Administration Charge.

The **Transfer to General Operating Fund** is calculated based on 7.5% of the budget for billed utility revenues for the prior year. Starting in 2004, the transfer includes the benefit to the Utility (estimated to be $675,000) of the additional GST rebate. The rate used to calculate the Transfer in 1990 was 2.5%. The rate was revised to 7.5% starting in 1991. The transfer is intended to reflect a payment in lieu of taxes. A private utility operating in any City would be required to pay property taxes and/or access fees. Transfers are paid by virtually all utilities operating in Western Canada and are typically in a range of 5 to 15% of total utility revenues.

The **Utility Administration Charge** is calculated as 5% of the budgeted utility expenditures for the prior year. Most corporate functions (City Council, Committees, City Manager, Human Resources, City Solicitor's Office, City Clerk's Office, Accounting, Budgeting, and Purchasing) are involved in issues or

activity related to the Water and Sewer Utility. The percentage transfer is used in lieu of a more detailed cost allocation process. A more detailed process would still involve arbitrary decisions, and would significantly increase the effort and hence cost required as compared to the current policy. The amount of the charge is intended to be an approximate measure of the extent that these corporate costs are attributable to the utility.

For 2011, the utility transfers are $10,230,300, an increase of $836,900 over the transfers in 2010. The next table provides details on the utility transfers since 2007.

Water & Sewer Utility Transfers ($000's)	2007	2008	2009	2010	2011
Transfer to the General Operating Fund					
Base Utility Transfer	4,176.8	4,355.4	4,761.3	5,198.9	5,701.9
GST Rebate Transfer	675.4	675.0	675.0	675.0	675.0
Total Transfer to General Operating	4,852.2	5,030.4	5,436.3	5,873.9	6,376.9
Utility Administration Charge Transfer	2,836.2	3,231.8	3,519.5	3,519.5	3,853.4
Total Transfers	7,688.4	8,262.2	8,955.8	9,393.4	10,230.3

Transfers From Reserves

At 2011 year end, the General Fund Reserve has a budgeted balance of $21.8 million.
The General Fund Reserve is the primary general-purpose reserve maintained by the City. The major sources of transfers to the reserve are the operating surplus and unexpended capital funds that are returned to the reserve. Future inflows to the General Fund Reserve may be reduced by transferring operating surpluses to the Asset Revitalization Reserve and by using previous year's surplus to fund current year one-time operating expenditures. A General Fund Reserve balance of $12.5 million to $25 million representing 5% to 10% of budgeted revenues is the suggested preferred minimum balance.
The following table provides a projection for the General Fund Reserve.

General Fund Reserve ($000's)

	2011	2012	2013	2014	2015
Reserve Balance - Start of Year	31,918	21,858	21,708	21,708	21,708
Projected Requirements:					
CR09-161 Men's World Championships - Bus Charters	(55)	-	-	-	-
CR10-3 RM of Sherwood - Tax Loss Compensation	(9)	-	-	-	-
CR10-41 City Square Project	(1,600)	-	-	-	-
CR10-99 Wascana Centre Authority	(150)	-	-	-	-
CR10-132 Moose jaw-Regina Industrial Corridor Stakeholders Committee	(25)	-	-	-	-
CR10-146 Canadian Association of Police Boards	(15)	-	-	-	-
CR10-149 Victoria Ave E Widening Deatailed Design	(125)	-	-	-	-
CR11-2 Land Development Reserve	(2,500)	-	-	-	-
Civic Election	-	(150)	-	-	-
General Operating Budget:					
Fund 2011 One-Time Operating Expenditures	(75)	-	-	-	-
Funding Required for Capital Program:					
Interchange Highway No. 1 and Lewvan Drive	(1,640)	-	-	-	-
Development of the Official Community Plan	(1,580)	-	-	-	-
Traffic Signal Rehabilitation	(700)	-	-	-	-
Refurbish Transit Buses	(300)	-	-	-	-
Business Transformation Program	(252)	-	-	-	-
Outdoor Ice - Replace W H Ford School Site	(190)	-	-	-	-
9th Ave. N. Winnipeg to McDonald Road Classification Review	(150)	-	-	-	-
Expressway Light Rehabilitation - Parliament Ave South to Highway 1 Interchange	(150)	-	-	-	-
Outdoor Play Amenities	(150)	-	-	-	-
Downtown Bus Stop Improvements	(100)	-	-	-	-
LED Replacement Program	(100)	-	-	-	-
Noise Attenuation Program	(75)	-	-	-	-
Quance Street Traffic Study	(75)	-	-	-	-
North Central Shared Facility	(26)	-	-	-	-
Cashier Software Upgrade	(18)	-	-	-	-
Reserve Balance - End of Year	21,858	21,708	21,708	21,708	21,708
Assessment Appeal Risk[1]	-	-	-	-	-
Adjusted Reserve Balance	21,858	21,708	21,708	21,708	21,708

Note:

1. *Assessment Appeal Risk*
   No provision has been made in the 2011 General Operating Budget for the cost of lost assessment appeals arising from the 2011 Assessment Roll. If the cost of lost assessment appeals causes a deficit in the 2011 fiscal year, then that deficit must be eliminated by a transfer from the General Fund Reserve to the General Operations Fund. The current maximum appeal risk is estimated at $1.9 million.

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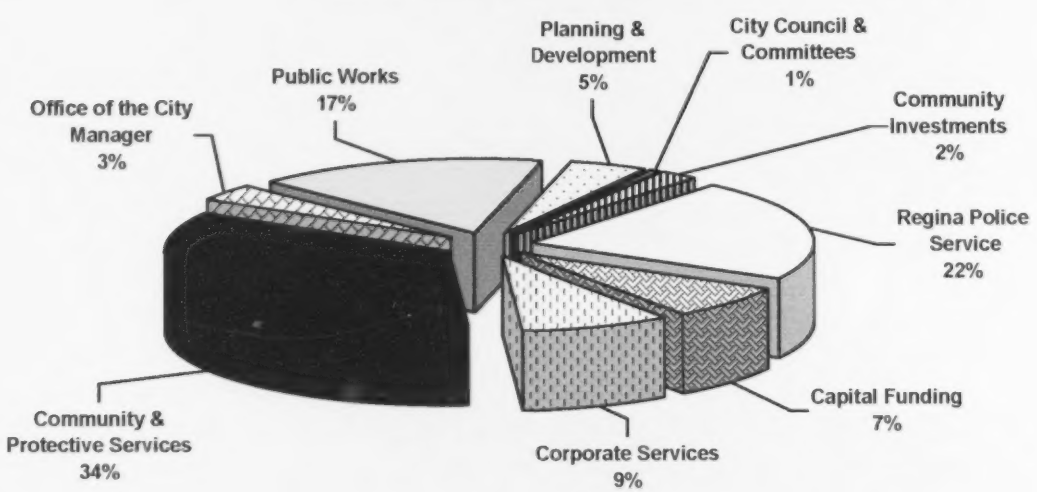
General Operating
Expenditures

General Operating Expenditures

Operating Expenditure Summary ($000's)

Expenditures	2010 Budget	2010 Actual	**2011 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
City Council and Committees	1,434.6	1,294.1	**1,515.0**	80.4	5.6
Community Investments	6,956.4	7,109.0	**6,799.6**	(156.8)	(2.3)
Office of the City Manager	9,773.3	9,532.3	**9,992.2**	218.9	2.2
Community & Protective Services	94,905.1	107,378.2	**99,831.3**	4,926.2	5.2
Public Works	42,971.5	46,740.4	**47,499.2**	4,527.7	10.5
Corporate Services	23,721.1	24,673.9	**25,280.3**	1,559.2	6.6
Planning & Development	11,526.6	11,173.2	**13,123.8**	1,597.2	13.9
Civic Operating Subtotal	191,288.6	207,901.1	**204,041.4**	12,752.8	6.7
Capital Funding	18,219.0	17,834.2	**20,189.0**	1,970.0	10.8
Regina Police Service	59,434.3	59,882.2	**62,794.0**	3,359.7	5.7
Total	268,941.9	285,617.5	**287,024.4**	18,082.5	6.7

2011 Operating Expenditures


Planning & Development 5%
City Council & Committees 1%
Public Works 17%
Office of the City Manager 3%
Community Investments 2%
Regina Police Service 22%
Capital Funding 7%
Community & Protective Services 34%
Corporate Services 9%

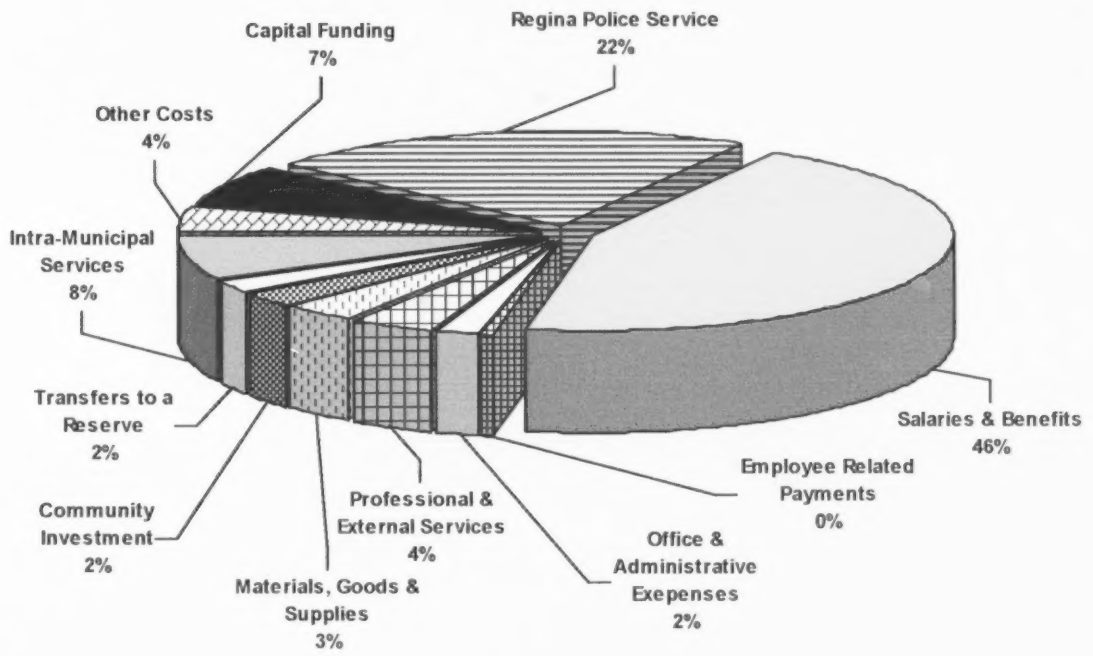
Operating Expenditure Summary ($000's) by Type of Expenditure

Expenditures	2010 Budget	2010 Actual	2011 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Salaries & Benefits	122,192.5	119,295.5	**128,761.4**	6,568.9	5.4
Employee Related Payments	1,199.2	1,124.8	**1,254.0**	54.8	4.6
Office & Administrative Expenses	4,940.5	5,812.3	**5,305.9**	365.4	7.4
Professional & External Services	11,263.0	11,985.9	**11,426.0**	163.0	1.4
Materials, Goods & Supplies	9,243.4	9,235.9	**9,876.8**	633.4	6.9
Community Investment	6,961.9	6,980.9	**6,782.1**	(179.8)	(2.6)
Transfers to Reserves	5,431.6	20,085.7[1]	**6,550.0**	1,118.4	20.6
Intra-Municipal Services	18,137.9	19,084.6	**21,530.0**	3,392.1	18.7
Other Costs	11,918.6	14,330.5	**12,555.2**	636.6	5.3
Civic Operating Subtotal	191,288.6	207,936.1	**204,041.4**	12,752.8	6.7
Capital Funding	18,219.0	17,834.2	**20,189.0**	1,970.0	10.8
Regina Police Service	59,434.3	59,847.2	**62,794.0**	3,359.7	5.7
Total	268,941.9	285,617.5	**287,024.4**	18,082.5	6.7

Note:

1. *$12,879.4 of this total is offset by equal revenue in Corporate Services. These amounts represent transfer from one reserve to another (see page 58)*

2011 Operating Expenditures
(thousands of dollars)


Capital Funding 7%
Regina Police Service 22%
Other Costs 4%
Intra-Municipal Services 8%
Transfers to a Reserve 2%
Community Investment 2%
Materials, Goods & Supplies 3%
Professional & External Services 4%
Office & Administrative Exepenses 2%
Employee Related Payments 0%
Salaries & Benefits 46%

Why Have Expenditures Increased?

The increase in expenditures (2011 budget to 2010 budget) is about $18.1 million, or an increase of 6.7%. Details of the increase are provided in the next table and the discussion that follows.

Summary of Expenditure Increases – 2010 to 2011

	Amount of Increase		Per Cent Increase
Salaries and Benefits:			
City Council	40,700		
Office of the City Manager	365,000		
Corporate Services	432,700		
Community & Protective Services	2,700,700		
Planning & Development	369,300		
Public Works	956,500		
Subtotal		**$ 4,864,900**	
One-time and Ongoing			
2011 One-time and Ongoing	9,770,300		
Delete 2010 One-time Investments	(2,667,000)		
Subtotal		**7,103,300**	
Less Reinvestments:			
Manageable Reductions	(1,772,500)		
Subtotal		**(1,772,500)**	
Other Expenditure Changes:			
Employee Related Payments	38,300		
Office & Administrative Expenses	201,800		
Professional & External Services	371,200		
Materials, Goods & Supplies	325,100		
Community Investment	(313,000)		
Transfers to Reserves	235,000		
Intra-Municipal Services	1,534,900		
Other Costs	163,800		
		2,557,100	
Total Civic Operating Increase		**12,752,800**	**6.7%**
Capital Funding:			
Current Contribution to Capital	886,900		
Debt Costs	1,083,100		
Subtotal		**1,970,000**	
Regina Police Service Budget Increase		**3,359,700**	**5.7%**
Total Increase - 2010 to 2011		**18,082,500**	**6.7%**

In developing the budget, increases in expenditures must be substantiated.

Salary and Benefits

The increase in the civic portion of the budget for salaries and benefits of about $4.9 million is projected based on:

- The collective agreements for all civic unions (CUPE Local 7, CUPE Local 21, Amalgamated Transit Union Local 588, Civic Middle Management, and The International Association of Fire Fighters Local 181) expired at the end of 2009. Settlement on these contracts will be reflected in the higher labour costs seen in other public sector organizations as well as across the labour market in general. The City is facing the same impacts as other employers from the shortage of labour resulting from demographic trends and the economic growth in Western Canada.

- Salary and benefit costs have increased in part due to merit increases provided in collective agreements and classification changes.

The next table provides a summary of the staff complement reflected in the General Operating Budget for 2010 and 2011.

The staff complement in the table does not include positions funded through other budgets, including the Water and Sewer Utility Budget, the Costing Fund Budget or the General Capital Budget.

General Operating Budget Staff Complement (FTE's)

	2010[1]			2011			
Department	**Permanent**	**Casual**	**Total**	**Permanent**	**Casual**	**Total**	**Change**
Civic Administration							
City Council & Committee	6.0	-	**6.0**	6.0	-	**6.0**	-
Office of the City Manager	74.7	1.0	**75.7**	76.6	0.4	**77.0**	1.3
Community & Protective Services	695.5	177.1	**872.6**	720.4	167.8	**888.2**	15.6
Public Works	192.5	63.1	**255.6**	199.5	68.8	**268.3**	12.7
Corporate Services	308.1	30.1	**338.2**	317.1	34.0	**351.1**	12.9
Planning & Development	133.8	7.5	**141.3**	150.4	2.5	**152.9**	11.6
Civic Total	1,410.6	278.8	**1,689.4**	1,470.0	273.5	**1,743.5**	54.1
Regina Police Service	529.0	22.0	**551.0**	536.0	22.0	**558.0**	7.0
Total	1,939.6	300.8	**2,240.4**	2,006.0	295.5	**2,301.5**	61.1

Note:
1. The 2010 staff complement has been restated to correctly reflect allocated staffing.

The changes in the staff complement for the Civic Administration include:

In the Office of the City Manager, the changes are as follows:

- Addition of a Project Manager for Mosaic Stadium (1.0 Permanent FTE) moving from Corporate Services.
- Reduction of Revenue Analyst (1.0 Permanent FTE) in Service Regina transferred to Utility Billing.
- Addition of Customer Service Representative (1.0 Permanent FTE) created from Casual Customer Service Representative (.7 Casual FTE) and Cash Management Clerk (.5 Permanent FTE transferred from Finance).

In Community & Protective Services, the changes are as follows:

- An addition of a Bus Operator (3.0 permanent FTE) in the Transit Department to provide service to the Grasslands area without interruption.
- An addition of a Telecommunicator (4.0 permanent FTE) in the Fire & Protective Services Department to ensure the highest level of customer service can be maintained
- An addition of 3.3 Casual FTE in the Parks & Open Space Department to maintain new parks and open spaces that will be added to the inventory in 2011, as a result of new subdivision development and park upgrades.
- An addition for one year only of 0.2 Casual FTE in the Parks & Open Space Department and Community Services Department for the operation of the Rambler Park.

In Public Works, the changes are as follows:

- An addition of a Roadway Operations Crew Lead and an Operator II (2.0 Permanent FTE) by reducing 2.0 casual FTE with Concrete Services and Winter Road Maintenance to support the growth in the City.
- An addition of an Operator III (1.0 Permanent FTE) and 0.56 Casual FTE for Winter Road Maintenance due to the Urban Highway Connector Program and City growth creating more roads that need to be maintained during the Winter season.
- An addition of 0.25 Casual FTE for Residential Collection due to City growth creating an increase in solid waste garbage collection.
- An addition of 0.28 Casual FTE for Pavement Patching due to an increase in roads due to the Urban Highway Connector Program and City growth.
- An addition of 0.8 Casual FTE to Concrete Services due to City growth creating more sidewalks to be maintained.
- An addition of 0.32 Casual FTE to Street Sweeping due to City growth increasing the number of roads and sidewalks needing to be included in the Sweep Program.
- An addition of .94 Casual FTE to Maintenance of Alleys due to the increase of 11km of rural roads annexed in 2009.
- An addition of an Operator III (1.0 Permanent FTE) and 0.8 Casual FTE for Landfill to operate the new dozer that has been purchased for the Landfill.
- An addition of an Operator III (1.0 Permanent FTE), a Skilled Labourer (1.0 Permanent FTE), and 2.0 Casual FTE for the Landfill due to City growth creating an increase in landfill operations.
- An addition of a Traffic Signal Control Electrician (1.0 Permanent FTE) and 0.26 Casual FTE for Traffic Signals & Lighting in relation to the Urban Highway Connector Program and an increase to maintenance of expressway lighting.
- An addition of one year only of 1.5 Casual FTE for Residential Collection for maintenance and repair to alley containers until the garbage collection has been fully converted to front street collection.

In Corporate Services, the changes are as follows:

- An addition of 2 HR Associates (2.0 Permanent FTE) – dedicated positions to respond to current & Emerging client needs based on recommendations of the HR Strategic Review.
- An addition of an HR Administrative Support (1.0 Permanent FTE) – a dedicated position to respond to current & emerging client needs based on recommendations of the HR Strategic Review.
- An addition of Benefits Officer (1.0 Permanent FTE) – a dedicated position to manage the increasing demand for benefits services.

- An addition of Payroll Officer I (1.0 Permanent FTE) – a position to assist in ongoing support of payroll.
- For one year only – Payroll Officer II (1.0 Casual FTE) and 1 Human Resource Associate (1 Casual FTE) and 1 Human Resource Admin Support (1.0 Casual FTE) to assist in managing ongoing demand in the Human Resource and Payroll branches.
- An addition of a Security Analyst (1.0 Permanent FTE), Technical Support Specialist I (1.0 Permanent FTE), Project Leader (1.0 Permanent FTE) and Project Administrator (1.0 Permanent FTE) – these positions are moving to ongoing funding as determined by ELT to continue to support and administer various IT projects.
- An addition of a Facilities Administration Co-ordinator (1.0 Permanent FTE) – a dedicated position responsible for the day-to-day management of employer provided parking, furniture and other related corporate facilities responsibilities.
- An addition of a Workforce Development Co-ordinator (1.0 Permanent FTE) – a position to provide support to front line and supervisory staff through developing policies, procedures and training with a focus on health & safety issues.
- An addition of .65 Casual FTE Caretaker – a position required to ensure staff presence at various recreation centres during weekends.
- An addition of .2 Casual FTE Facility Operator – a position required to support the enhanced Douglas Park/Leibel Field facility.

In Planning & Development, the changes are as follows:

- An addition of a Senior Planner to support the growth of the City. (1.0 Permanent FTE)
- Additional inspectors to support the increased services related to the Planning & Sustainability Department Fee and Operational Review. Includes the addition of a Building Inspection Engineer, Mechanical Inspector I, and two Residential Building Inspectors (4.0 Permanent FTE)
- An addition of a Supervisor of Permit Processing to support the increased services related to the Planning & Sustainability Department Fee and Operational Review. (1.0 Permanent FTE)
- Additional staff in the Comprehensive Planning and Development Review Branches to support the increased services related to the Planning & Sustainability Department Fee and Operational Review. Includes the addition of two Planning Technologists, a Policy Analyst, a Senior City Planner and a City Planner II. (5.0 Permanent FTE)
- Additional staff in the Office of the Director of Planning & Sustainability to support the Planning & Sustainability Department Fee and Operational Review. Includes a Coordinator of Administrative Services and a Bylaw Prosecution Officer. (2.0 Permanent FTE)
- The addition of three Development Assistants to support the Reinstatement of the Subdivision Inspection Program. (3.0 Permanent FTE)
- The addition of a Traffic Technologist in the Development Engineering area to support design, site services and modelling for transportation. (1.0 Permanent FTE)
- A reduction of five term positions required to support Planning & Development related to growth. Includes a Development Control Officer, Infrastructure Records Clerk, Customer Service Representative, Housing Conference Coordinator and a Policy Analyst. (-5.0 Casual FTE)

For details in changes to the Regina Police Service staff complement, see the Regina Police Service 2010 Strategic Plan and Budget.

Ongoing and One-time Investments

The net increase of 2011 ongoing and one-time investments over 2010 total $5,116,800. Ongoing investments refer to additions to the base budget that will also be required for future years. One-time investments refer to one-time requirements for the 2011 budget only. The ongoing and one-time investments are described in further detail in the divisional operating expenditure summaries in the following sections.

The total cost of ongoing investments is $6,895,600, while the cost of one-time investments is $2,874,800. These investments align with City Council's Vision and the Corporate Strategic Plan.

One-time included in the budget that are funded entirely by external parties include:

- $37,000 for the Urban Aboriginal Leadership Program & Crime Prevention Week
- $40,000 for the Internal Response to Immigration Trends Project

The total cost of these items is $77,000 and corresponding revenue has been included in the 2011 budget.

City Council and Committees

Overview

City Council is responsible for the governance of the City of Regina, subject to Provincial legislation. Members of City Council are elected every three years in a municipal election. As per changes in provincial legislation, municipal elections will be held every four years commencing with the 2012 election. The last election was Wednesday, October 28, 2009. The Mayor is elected at large. The City of Regina uses a ward system for electing Councillors, with the city divided into ten wards and one Councillor elected in each ward. City Council establishes policies and budgets for the programs and services delivered by the City of Regina. City Council and Committees includes the budgets for:

- The Mayor's Office
- City Council, including the remuneration of the Councillors, the Councillors' travel and communication allowance, support services and other costs related to City Council
- Committees established by City Council
- Memberships in various organizations, including the Saskatchewan Urban Municipalities Association and the Federation of Canadian Municipalities

Operating Expenditure Summary ($000's)

				Budget Change	
Expenditures	2010 Budget	2010 Actual	**2011 Budget**	Dollar Change	Per Cent Change
Mayor's Office[1]	615.8	565.4	**645.7**	29.9	4.9
City Council[1]	532.1	509.8	**570.7**	38.6	7.3
Committees	142.5	94.4	**158.0**	15.5	10.9
Corporate Memberships	124.2	114.4	**120.0**	(4.2)	(3.4)
Jinan Twinning	20.0	10.1	**20.6**	0.6	3.0
Total	1,434.6	1,294.1	**1,515.0**	80.4	5.6

Note:

1. *City Council adopted Bylaw 2001-108 that established, effective January 1, 2002, a formula for the remuneration of the members of City Council. The Mayor's remuneration is 77.3% of a Provincial Cabinet Minister's salary for the prior year. The remuneration for a Councillor is one-third the remuneration of the Mayor.*

By Expense Object

Expenditures	2010 Budget	2010 Actual	2011 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Salaries & Benefits	921.7	878.2	**962.4**	40.7	4.4
Employee Related Payments	154.5	140.2	**151.0**	(3.5)	(2.3)
Office & Administrative Expenses	222.2	178.6	**253.4**	31.2	14.0
Professional & External Services	37.1	26.4	**48.8**	11.7	31.5
Materials, Goods & Supplies	16.2	13.5	**16.5**	0.3	1.9
Other Expenditures	27.4	23.7	**27.8**	0.4	1.5
Intra-Municipal Services	55.5	33.5	**55.1**	(0.4)	(0.7)
Total	1,434.6	1,294.1	**1,515.0**	80.4	5.6

Staff Complement

Full Time Equivalents	2010	2011
Permanent	6.0	6.0
Casual	-	-
Total	6.0	6.0

Analysis of Operating Expenditure Budget Change

Details	($000's)
2010 Budget	1,434.6
1. Salaries and Benefits - includes cost changes resulting from merit increases, classification reviews, employer benefit costs and honorariums. (Base)	40.7
2. Base Price Increase. (Base)	15.3
3. Additional legal costs associated with Development Appeals and Travel/Event costs for council from previous years carried forward which was partially offset ($10.0) by reductions in other expense accounts. (Base)	24.5
4. Manageable Reductions.	(0.1)
2011 Budget	1,515.0

Note:
Base request funding – represents an increase in cost necessary to maintain current service levels.
Ongoing request funding – represents expenditures that would be ongoing past the current budget year.
One-time funding – represents one-time expenditures for the current budget year.
Manageable Reductions – represents controllable and sustainable cost savings

Community Investments

Overview

Community investments are payments to individuals or organizations for a variety of purposes allocated through the following Committees:

- The Community & Protective Services Division, through delegated authority from the Community & Protective Services Committee, provides financial support to community associations and organizations that provide arts, cultural, recreation, and community services along with organizations that address social issues.
- The Finance and Administration Committee provides financial support for economic and promotional purposes.
- The Executive Committee provides financial support for special events. The Executive Committee also provides funding to the Regina Exhibition Association Limited for capital purposes, funding to the Regina Regional Opportunities Commission (RROC) and funding to Wascana Centre Authority. In 2009, Tourism Regina and Regina Regional Economic Development Authority amalgamated to form RROC.

City Council determines the total allocation for the year, and the allocation to each Committee.

Operating Expenditure Summary ($000's)

				Budget Change	
Expenditures	2010 Budget	2010 Actual	**2011 Budget**	Dollar Change	Per Cent Change
Community & Protective Services Committee	3,301.7	3,133.3	**3,351.7**	50.0	1.5
Finance and Administration Committee					
Henry Baker Scholarships	19.0	19.0	**19.0**	-	-
Saskatchewan Urban Municipalities Association	5.0	5.0	-	(5.0)	-
Sask. Association of Rural Municipalities	5.0	5.0	-	(5.0)	-
Sask. Association of Health Organizations	3.5	1.0	-	(3.5)	-
Sask. School Trustees Convention	3.3	-	-	(3.3)	-
Other Economic & Promotional Initiatives	255.0	255.0	**255.0**	-	-
	290.8	285.0	**274.0**	(16.8)	-
Executive Committee					
Evraz Place	400.0	400.0	**400.0**	-	-
Special Events	170.0	255.6	**170.0**	-	-
Corporate Sponsorship Program	30.0	40.3	**30.0**	-	-
IIHF World Junior Hockey	100.0	-	-	(100.0)	(100.0)
Special Event (combined with RROC in 2011)	20.0	20.0	-	(20.0)	-
Men's World Curling Championship	190.0	-	-	(190.0)	-
	910.0	715.9	**600.0**	(310.0)	(34.1)
Regina Regional Opportunities Commission[1X2]	802.9	802.9	**922.9**	120.0	-
Wascana Centre Authority[1]	1,651.0	1,801.0	**1,651.0**	-	-
Transfers to Reserve	-	370.9	-	-	-
Total	6,956.4	7,109.0	**6,799.6**	(156.8)	(2.3)

Note:

1. *These funds are administered through the Executive Committee.*
2. *In 2009, Tourism Regina and Regina Regional Economic Development Authority amalgamated to form the Regina Regional Opportunities Commission (RROC).*

Capital Funding

Overview

The City funds a portion of the General Capital Program through contributions from the operating budget. The operating budget also funds the repayment of debt costs for debt issued to fund capital projects. In accordance with Section 129(1) of *The Cities Act*, the budget is to include "**the amount to be transferred to the capital budget**". In accordance with Section 129(1) (b) the budget is also to include "**the amount needed to pay all debt obligations with respect to borrowings of the city**".

The contributions to capital include two components:

- The contribution to capital to fund the capital budget as submitted by the Board of Police Commissioners.
- The contributions to capital to fund the civic portion of the General Capital Program excluding the capital program for the Regina Police Service.

Further details of the 2011 General Capital Investment Program are summarized under each Division within this document, and detailed in the 2011 – 2015 General Capital Program document.

Operating Expenditure Summary ($000's)

				Budget Change	
Expenditures	2010 Budget	2010 Actual	**2011 Budget**	Dollar Change	Per Cent Change
Contributions to Capital - Civic	12,604.0	12,604.0	**13,459.3**	855.3	6.8
Contributions to Capital - Police	1,052.0	1,052.0	**1,083.6**	31.6	3.0
Debt Charges	4,563.0	4,178.2	**5,646.1**	1,083.1	23.7
Total	18,219.0	17,834.2	**20,189.0**	1,970.0	10.8

Office of the City Manager

Mandate

The Office of the City Manager is Council's link to the Administration. The Office provides executive direction, strategic guidance, and governance support to the Corporation and its officials. It facilitates in the areas of government relations, communications, customer service and strategy development and execution. The Office also provides advice and support on matters of municipal governance, strategy and protocol, and ensures the City operates according to its legislative requirements.

Overview

The management of the civic administration of the City of Regina (excluding the Regina Police Service) is the responsibility of the City Manager. Appointed by City Council, the City Manager's authority is established by the City Manager's Bylaw 2003-70 and the Regina Administration Bylaw 2003-69.

Within the overall structure of the Office of the City Manager are three departments: the Office of the City Clerk, the Office of the City Solicitor and the Office of Strategy Management.

- The Office of the City Clerk – ensures Council is advised of its legislative responsibilities, assuring the provision of public notice, the execution of corporate documents, attending all Council meetings, and maintaining minutes, safely maintaining all City bylaws; records related to the business of City Council and Committees. This office also provides legislative advice and support to all City Divisions, departments and branches concerning the public's right to access corporate information, the protection of privacy of individuals and the management and historical preservation of corporate records and information.

- The Office of the City Solicitor – provides legal services and protects the legal interests of the Corporation while advancing business and strategic objectives. The Prosecutions Branch prosecutes all bylaw offences and administers the Regina Municipal Division of Provincial Court. The Risk Management Branch is responsible for the oversight of risk management and loss prevention measures for the City of Regina and Regina Police Service, investigation of all claims by and against the City and administering the placement of insurance coverage for the City of Regina.

The Office of Strategy Management includes the following branches reporting to the Chief of Staff:

- Communications – leads the development of communications and marketing programs and activities to help the corporation effectively communicate programs and services to the public as well as the City's partners and stakeholders.

- Government Relations – provides a central point of contact for ongoing relationships with stakeholders, including the Provincial and Federal Government, surrounding municipalities, other local governing bodies, Aboriginal organizations, SUMA, Federation of Canadian Municipalities, and "twinned" or partner municipalities.

- Service Regina – champions implementation of the City's customer service strategy and works to achieve the City's goal of providing excellent customer service to the community. The branch also includes the day-to-day provision of customer service, which includes in-person service delivery on the main floor of City Hall; and call centre operations, which provide information and services to customers for a broad range of city programs and services.

- Strategy & Performance – builds organizational capacity in the facilitation of strategy development, deployment and management. The Branch provides leadership and consultation for the use of corporate methodologies and tools, so that senior management is enabled to make informed choices and allocate resources effectively to meet the needs of the public; Functions include facilitation and advice regarding the Corporate Portfolio Management Office, NQI, change management, annual business planning and corporate strategic planning activities.

Key Facts

- In 2010, the City of Regina website, managed by the Communications Branch received more than 1,387,330 visits a year on year increase of over 10% with an average of 3.45 page views per visit. Citizen survey indicates that most Regina residents would use Regina.ca as their first choice when seeking information about City programs and services.

- In 2010, Service Regina answered 187,000 calls in the first ten months of 2010. The average abandoned rate for 2010 was 4%, a full percentage point lower than the set grade of service standard. The Main Floor Customer Service area processed 106,890 transactions for a dollar value of $44.9 M in the first ten months of 2010.

- Administrative and procedural support was provided for City Council and 16 committees. This is a reduction from 2009 as City Council implemented changes to its Committee Structure.

- In 2010, 214 agendas were created and delivered to elected officials and citizen members of committees. Administrative support was provided for an average of 20 meetings per month.

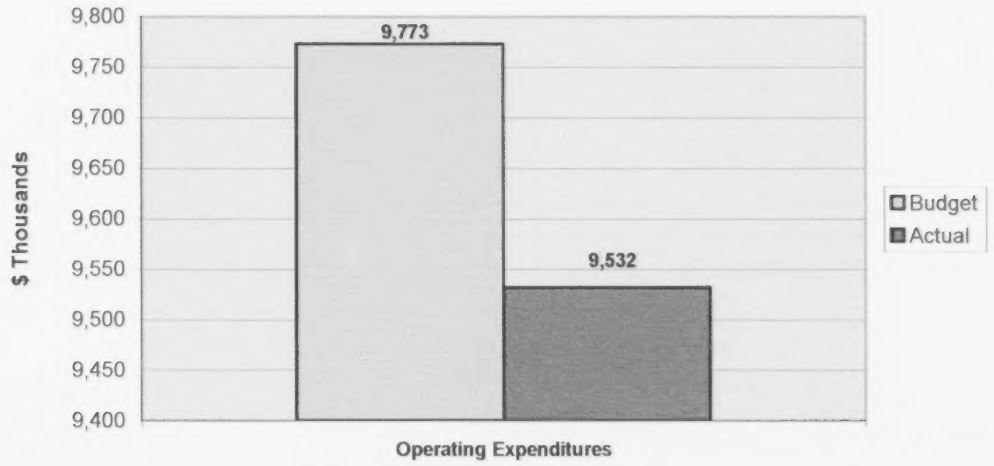
- To date, the Risk Management Branch of the Office of the City Solicitor has investigated 937 incidents, settled 87 third party claims, and paid out a total of $95,054 in 2010.

- To date, the Prosecutions Branch of the Office of the City Solicitor has had 579 charges in court with fines assessed of $85,609 in 2010.

- In 2010, the first Corporate Portfolio Management Office (CPMO) was implemented, and 100% of the City of Regina's divisions and departments updated their three-year business plans, which are aligned to the Corporate Strategic Plan, *Accelerating Excellence*. This process has ensured that City progress on projects are monitored and that resources are targeted and focused to ensure improved ability to meet citizen and customer needs.

2010 Highlights

Financial Performance



Operational Highlights

- In 2010, the Strategy and Performance Branch focused on increasing the corporation's change management competency by integrating the Prosci change management model into corporate priority projects, which resulted in the completion of several key projects with enhanced executive sponsorship visibility.

- In 2010, as part of the Corporate Portfolio Management Office (CPMO), the Strategy and Performance Branch strengthened the corporation's ability to execute projects by implementing the Corporate Priorities Steering Committee.

- In 2010, the Strategy and Performance Branch completed the corporate NQI Level 2 assessment and an implement plan for the next few years is in development.

- In 2010, Communications launched the new Community Brand, resulting in a dynamic new way to attract business, investment, visitors and residents to Regina. The City has adopted the brand corporately, resulting in a more consistent and vibrant way of engaging citizens. The City also implemented a campaign in Calgary designed to attract business, investment, residents and visitors. An evaluation from the campaign shows excellent recall among people who saw the campaign, and an increase in the number of people who would be willing to move to Regina as a result of seeing the City of Regina's messages.

- After piloting social media tools during the 2009 Civic Election, Communications implemented a full-scale social media program including the use of tools including Facebook, Twitter and YouTube. The use of social media allows the City to better and more quickly engage citizens and efficiently communicate information related to programs, services and initiatives. City of Regina staff have made presentations, spoken at conferences and published articles, rapidly becoming known as a leader in the use of social media for municipal government.

- In 2010, Communications developed and implemented communications plans for major initiatives such as Downtown Revitalization, the implementation of the "R Card" program for Transit, Road

Renewal 2010. Communications implemented a crisis communications model during a major snowstorm in January of 2010. Communications also increased the profile of the city and the corporation at events such as I Love Regina Day, the Regina Torch Relay event, and the University of Regina Welcome Week.

- Communications received three Awards for Communications Excellence (ACE) from the International Association of Business Communicators, in recognition of strategic thinking and creative execution in communication, advertising, marketing and graphic design in the province of Saskatchewan. The awards are judged by a jury of peers from another jurisdiction.

- The City of Regina is supportive of urban reserve creation and as such, looks forward to working with First Nation communities, through municipal service agreements, to advance and promote economic development that benefit our community as a whole.

- In 2010, Service Regina completed the corporate wide Service Request Process Review, which led to the development and implementation of the corporate wide Service Request Standards. Duties from the Cash Management Office were moved to the In-Person Customer Service Centre. Service Regina also created an internal efficiency by developing an On-Line Resource Centre for more consistent and efficient customer service.

- In 2010, Service Regina was the recipient of the Service Excellence award from the Saskatchewan Municipalities Association.

- In 2010, the Office of the City Clerk participated in the review of the current Ward Boundaries in Regina. The city is divided into 10 wards and members of Council with the exception of the Mayor are elected based on these wards. A Municipal Wards Commission conducts this review and its decision is final.

- The Office of the City Clerk continued to implement the recommendations of the Committee Structure Review in 2010 with the remaining changes implemented in regards to The Mayor's Task Force on Access, Paratransit Advisory Board and the Regina Youth Advisory Council. Each committee of Council developed their first work plan in 2010 that Council approved.

- The Office of the City Clerk developed a file structure for seven business areas, three are completed, and one is awaiting business area approval. There are 27,281 boxes of corporate records stored at the off-site storage facility, which is roughly a 1,500 increase over 2009 indicating that a number of business areas are actively inventorying. The next step is to implement a regular records disposal process. There were 19 rolls of microfilmed documents from various departments registered in 2010. There has been difficulty in retaining staff for the micrographics position; therefore, there was a substantial reduction in microfilm in 2010.

- Building on the Access to Information and Privacy Coordinator's role in promoting awareness of corporate responsibilities under The Local Authority Freedom of Information and Protection of Privacy Act, the Office of the City Clerk assigned access and privacy contacts throughout the corporation and made available access and privacy information and forms on the City's web site. Formal Freedom of Information requests increased from nine in 2009 to 26 in 2010, which represents an increase of 188%.

- The City Clerk's Office was successful in recruiting a Manager of Corporate Information Governance in 2010 who will undertake a current state assessment of corporate records and information management. Development and implementation of best practice policies that meet all legislative requirements will follow.

- The Office of the City Solicitor provided legal support on a number of projects of strategic importance for the City including the operating agreement with Evraz Place, the Downtown Plan and assisting the

Assessment Branch in defending commercial tax assessments before the Board of Revision and the Saskatchewan Municipal Board.

- The Risk Management Branch of the Office of the City Solicitor renewed a five-year contract with Marsh Canada Limited to act as the City's insurance broker and risk consultant for the period 2011 to 2016.

- The Prosecutions Branch of the Office of the City Solicitor conducted a Regulatory Law Enforcement training course for the Animal Protection Officers and two training sessions for the Fire Inspectors.

Strategic Priorities

The Office of the City Manager will initiate projects and activities both corporately and divisionally to support all of the Strategic Priorities of the City and achieve specific outcomes as a result of these efforts. The 2011 Divisional Budget provides the financial resources to deliver these results and is summarized as follows:

Strengthen City Infrastructure & Manage Assets

Our Key Areas of Focus

Divisional

- This Division is primarily focused on providing leadership and support for long-term asset and financial management strategies as they are developed primarily in other divisions.
- The Communications and Government Relations branches will play a significant role in communicating asset management requirements, including financing, to the public and to other orders of government.

Our Outcomes

- Effective financial management.
- A responsive, diverse, well-managed open space system that includes parks, pathways, the urban forest and landscapes.
- Reliable water, wastewater, storm and roadway infrastructure.
- Revitalized facilities.
- Effective fleet management.
- Appropriate and efficient information technology tools in a secure environment.

Ensure Organizational Capacity & Effectiveness

Our Key Areas of Focus

Corporate

- Finalize implementation of a project management framework and processes for the City of Regina.

Divisional

- Ensure employees have the professional development support to adapt to rapidly changing needs.

Our Outcomes

- Improved business plans and models.
- Effective performance measurement and performance management.
- Skilled, knowledgeable and engaged employees, supervisors and managers.
- A representative workforce.

Manage Growth & Community Development

Our Key Areas of Focus

Divisional

- This Division is primarily focused on providing leadership, support, and overall integration of the Community, Transportation, Infrastructure, Downtown, and Community Development Plans, being developed primarily in other divisions.

Our Outcomes

- A compact urban form and sufficient supply of land for future growth.
- Increased pedestrian, bicycle and public transit use.
- Optimization of existing infrastructure capacity.
- Directed investment to enhance vibrancy of downtown.
- Targeted community development activities within inner city neighbourhoods.
- A consolidated approach to providing community investments.
- A safe living and working environment for the community.

Achieve Operational Excellence

Our Key Areas of Focus

Corporate

- Launch the new Regina community brand
- Adopt and formally implement the draft Public Engagement Framework.
- Provide improved service to citizens related to Freedom of Information requests, including background work to facilitate a move to online self –serve options.

Divisional

- Conduct a number of service reviews to identify improvements to customer service delivery, including hours of operation, payment methods, etc.
- Complete the City Hall main floor redesign to create an integrated single-window in-person Customer Service Centre.

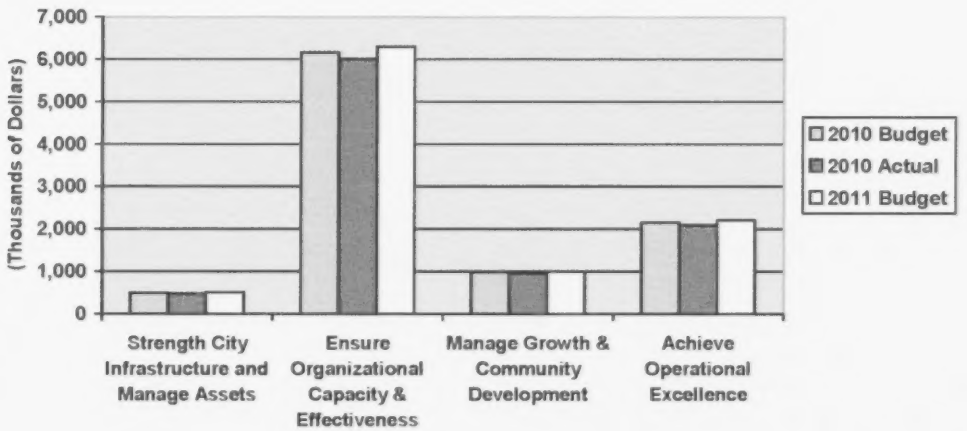
Our Outcomes

- Increased customer awareness and involvement.
- Increased customer satisfaction.
- Efficient, customer-focused processes.

Operating Expenditure Summary ($000's)

To achieve the City's Strategic Priorities the City Manager's Office has estimated its total allocation of operating budget as follows:

By Strategic Priority



In a more traditional format the City Manager's Office has summarized its operating budget as follows:

By Business Unit

				Budget Change	
Expenditures	2010 Budget	2010 Actual	**2011 Budget**	Dollar Change	Per Cent Change
Administration	900.4	997.2	**960.1**	59.7	6.6
Strategy and Performance	1,037.5	1,042.4	**1,053.9**	16.4	1.6
Service Regina	952.0	772.7	**1,023.7**	71.7	7.5
Government Relations	130.9	125.0	**132.6**	1.7	1.3
Communications	2,134.0	2,314.8	**2,042.8**	(91.2)	(4.3)
City Solicitor's Office	2,919.2	2,768.1	**2,951.9**	32.7	1.1
City Clerk's Office	1,699.3	1,512.1	**1,827.2**	127.9	7.5
Total	9,773.3	9,532.3	**9,992.2**	218.9	2.2

By Expense Object

Expenditures	2010 Budget	2010 Actual	**2011 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Salary & Benefits	6,947.7	6,065.0	**7,300.1**	352.4	5.1
Employee Related Payments	96.7	108.7	**98.9**	2.2	2.3
Office and Administrative Expenses	1,338.4	1,528.0	**1,380.3**	41.9	3.1
Professional & External Services	1,488.1	1,805.8	**1,208.9**	(279.2)	(18.8)
Materials, Goods & Supplies	108.8	119.5	**298.4**	189.6	174.3
Community Investment	23.0	-	-	(23.0)	(100.0)
Other Expenditures	93.1	137.5	**95.6**	2.5	2.7
Intra-Municipal Services	(322.5)	(232.2)	**(390.0)**	(67.5)	20.9
Total	9,773.3	9,532.3	**9,992.2**	218.9	2.2

Staff Complement

Full Time Equivalents (FTE's)	2010	2011
Permanent	74.7	76.6
Casual	1.0	0.4
Total	75.7	77.0

Analysis of Operating Expenditure Budget Change

Details	($000's)
2010 Budget	9,773.3
1. Salaries and Benefits - includes cost changes resulting from merit increases, classification reviews, employer benefit costs and honorariums. (Base)	365.0
2. Base Price Increases.	73.0
3. Savings on computer lease costs. (Base)	(4.2)
4. City Solicitor's Office - Savings on Legal Services & Insurance costs. (Base)	(14.9)
5. Allocation from Service Regina to Utility. (Base)	(54.8)
6. Public Engagement Manager - A position dedicated to implementing and operating the Public Engagement Framework. Replaces Communications Clerk. (Ongoing)	44.8
7. Call Centre Routing Software - The software currently being used is not supported any longer by the vendor. In order to uphold the customer service levels, new software is required. (Ongoing)	165.0
8. Remove 2010 One-Time.	(369.2)
9. Communication regarding City Square Project throughout construction in 2011. (One-Time)	100.0
10. Manageable Reductions.	(79.6)
11. Other Cost Changes - changes to budget based on actual expenditure trends.	(6.2)
2011 Budget	9,992.2

Note:
Base request funding – represents an increase in cost necessary to maintain current service levels.
Ongoing request funding – represents expenditures that would be ongoing past the current budget year.
One-time funding – represents one-time expenditures for the current budget year.
Manageable Reductions – represents controllable and sustainable cost savings

Community & Protective Services Division

Mandate

Working together, we build, shape, and strengthen our community by providing services that meet the needs and expectations of the people we serve. We achieve this through public transportation, parks, open space, recreation, culture, community services, fire and protective services.

Division Role

The Community & Protective Services Division provides a broad and diverse range of services, which ensure and enhance the quality of life for all residents, neighbouring municipalities, and visitors. The Division plays the following roles, often through strong effective partnerships.

- We provide assistance in the management of both formal and informal public events, festivals, competitions, and community celebrations that contribute to the vibrancy of our city.
- We facilitate individual and community health and wellbeing by providing or co-ordinating programs and services that promote physical wellness, mental health and social opportunities that contribute to quality of life.
- We strive to build an inclusive community where all citizens including Aboriginal people, seniors, people with a disability, youth, immigrants and economically disadvantaged residents have equal access to community services and opportunities for participation in community life.
- We provide accessible public transportation for all members of the community to public, private, educational and commercial facilities, services, activities and events.
- We support and invest in partners and community organizations to build community capacity so that these organizations can respond to needs and issues in our neighbourhoods and throughout the city.
- We plan, design, develop and maintain a diverse parks and open space and outdoor recreation system, which enhance the attractiveness of our city.
- We ensure public safety and a well-maintained and attractive living and working environment.
- We strive to create a harmonious environment, which provides opportunities for quality of life and enjoyment for individuals, groups and for the diverse interests of all ages and backgrounds.
- We protect our residents by preventing, preparing for and responding to emergency situations that threaten people, property and the environment.
- We are committed to providing quality customer service at all times and have business continuity plans in place to ensure the availability of our services.
- The Division provides these quality of life elements within a safe, healthy, attractive, well maintained, and diverse urban landscape and in a safe, reliable, and affordable manner. The role of the Community & Protective Services Division contributes significantly to both achieving the City's aspiration to be a "vibrant, inclusive, attractive, and sustainable community where people live in harmony and thrive in opportunity" and to "Making Life Better" in this community.
- Division staff provide support to the Accessibility Advisory Committee, Arts Advisory Committee, Crime Prevention Advisory Committee, Community Services Advisory Committee, Cemeteries Advisory Committee, Integrated Pest Management Committee, Regina Youth Advisory Committee and the Community Investment Department Consultative Group.

Organizational Overview

The Division consists of four Departments and the Office of the General Manager. The Strategy Circle, the Division's leadership team, consists of the General Manager, four Directors, and the Manager of Strategic Services.

Office of the General Manager – Strategic and Business Services

This unit provides strategic advice and input to Strategy Circle, assists in realizing the corporate strategic plan and divisional priorities, and support cross-departmental and cross-divisional functions. This unit provides strategic advice and input to the Division's leadership, assists in realizing the corporate strategic plan and the identified corporate and divisional strategic priorities, and supports cross-departmental and cross-divisional functions.

- We provide administrative and clerical support to the Division and co-ordinate administrative standards throughout the Division.
- We provide a range of strategic and business services to the Division and Departments, such as process improvement and change initiatives, policy research and development, guidance and support for the implementation of corporate initiatives, Division communication, budget coordination, and project management for special projects.
- We ensure coordination between Division initiatives and actions and the corporate support based areas.

Community Services Department

This department's mandate is to make life better through community development services that contribute to building strong communities and neighbourhoods. The department has identified three core service areas to fulfil this mandate.

Facility, Program and Special Events

- We develop plans to provide arts, culture, recreation, sport and community facilities directly or through partnerships.
- We lead and facilitate open space planning processes and projects, using a community engagement approach.
- We provide programming and operate city-wide, community destination and neighbourhood hub facilities (including arts and culture facilities, fitness and aquatic facilities, outdoor sport and recreation facilities, arenas and skating rinks, community and neighbourhood centres).
- We coordinate arts, culture, sport and recreation special events, such as competitions, festivals, concerts, and community events.

Community Capacity Building

- We provide consulting services to arts, culture, recreation and sport organizations, neighbourhood based associations, and organizations with a social development mandate.
- We manage the distribution of community investment funding, which is provided to community based organizations to fulfill their mandates where the investment helps the City to achieve its vision and strategic priorities.

Community Engagement and Leadership

- We provide leadership and support to help communities identify and address issues such as crime prevention, poverty reduction, and graffiti management.

- We lead or provide leadership for collaboration and partnerships with other levels of government, private and non-profit sectors to address community and social issues and to provide arts, culture, recreation and sport facilities.

Parks & Open Space Department

This department enriches the lives of people in Regina by providing excellence in parks and open space management.

- We plan, design, develop and maintain an extensive and diverse park and open space system consisting of attractive landscapes, the urban forest and outdoor recreation facilities, including the multi-use pathway system, athletic fields and playgrounds.
- We provide pest control services to ensure human health and safety.
- We protect and maintain the health of the urban forest.
- We maintain the City-owned golf courses.
- We operate City-owned cemeteries.

Fire & Protective Services Department

This department delivers dynamic response and community-based programs to preserve and enhance life, property and the environment. Department staff are committed to the safety and security of our community through the delivery of fire and emergency response services; bylaw enforcement and licensing & municipal fines.

- We develop and implement plans and procedures to manage emergency situations and special public events.
- We initiate prevention and public education programs related to fire, natural disasters, and other emergency or crisis situations.
- We monitor, inspect, and investigate activities and development processes to ensure consistency with City bylaws and policies, federal and provincial acts and regulations.
- We provide fire suppression, emergency response, rescue and telecommunications.
- We provide business continuity, emergency planning and management services.
- We provide bylaw enforcement services.
- We manage licensing and municipal fines.

Transit Department

This department is committed to providing professional, accessible, urban transit services to customers through building and maintaining strong partnerships within the community.

- We provide conventional transportation through a regularly scheduled, fixed route public transit system.
- We provide specialized transportation for persons with disabilities and the elderly, who are unable to use conventional public transit through scheduled, shared ride, door-to-door service known as Regina Paratransit.
- We provide charter service within a 25-kilometre radius of the city for events including conventions, Football Express and the Ding in the New Year service.
- We provide transportation for emergency situations.
- We provide full service maintenance or our fleet.
- We provide quality consistent customer service at our call centre.

Administrative offices and Transit Operations are located at 333 Winnipeg Street. A heavy repair facility is operated in the City's Albert Street yard complex. The Transit Information Centre is on 11th Avenue, in downtown Regina.

Key Facts

- Each year, there are more than 1,000,000 individual visits to participate in sport or leisure activities at one of the City's four major recreation facilities while the City's neighbourhood and community centres provide opportunities for 370,000 to participate in recreation activity. There are five outdoor pools in Regina and citizens participate in approximately 100,000 outdoor pool swims per summer.

- Each year approximately 70,000 people visit the Neil Balkwill Civic Arts Centre (NBCAC) for a variety of arts and cultural programs and opportunities. The NBCAC is a 13,000 square foot visual arts facility that provides shared studio space for drawing and painting, wood carving and wood working, quilting, spinning and knitting, jewellery making and digital/dark room photography.

- The Division manages 8 indoor arenas, 21 boarded outdoor ice sites, 42 pleasure skating sites (without boards), and an outdoor speed skating oval providing winter recreational and competitive opportunities for residents of Regina.

- Approximately 25,000 participants each year are active at one of the 179 ball diamonds, 94 athletic fields (e.g. soccer, football, field hockey, lacrosse, rugby, lawn bowling greens) or Mosaic Stadium at Taylor Field. These facilities provide opportunities for recreational sports, personal fitness and amateur sporting competitions.

- The Division operates six neighbourhood recreation centres and has partnership arrangements with five community operated centres and two senior's citizen centres. These 13 facilities provide low cost and accessible recreational, social, and educational opportunities for residents of all ages and interests.

- The Division manages the Civic Art Collection, which includes 340 pieces, many of which are displayed throughout City Hall. The collection has a current value of approximately $1,871,000.

- Through community investment funding of $3,300,000, financial support is provided to approximately 200 community and partner organizations. These investments help enable organizations to build community capacity to address neighbourhood and social issues and also support programs, festivals, and special events which help make Regina a vibrant community.

- The Division provides a high quality of maintenance services to a large and diverse municipal park and open space system comprised of a total of 1,550 hectares or approximately 7.9 hectares of parkland per 1,000 people.

- The Division protects and nurtures the 130,000 city-owned trees, which add to the beauty of our community. Less than 1% of the urban forest was lost to disease or insect infestations in 2010. The forestry program includes a pruning cycle of 1:7 years and plants approximately 2,500 trees annually.

- Over the last five years, on average, 110,000 rounds of golf were played annually at the city-owned golf courses.

- Over 39,000 citizens attend one of the public safety fire education events provided annually. Over 2,600 fire inspections and 250 fire investigations occur each year.

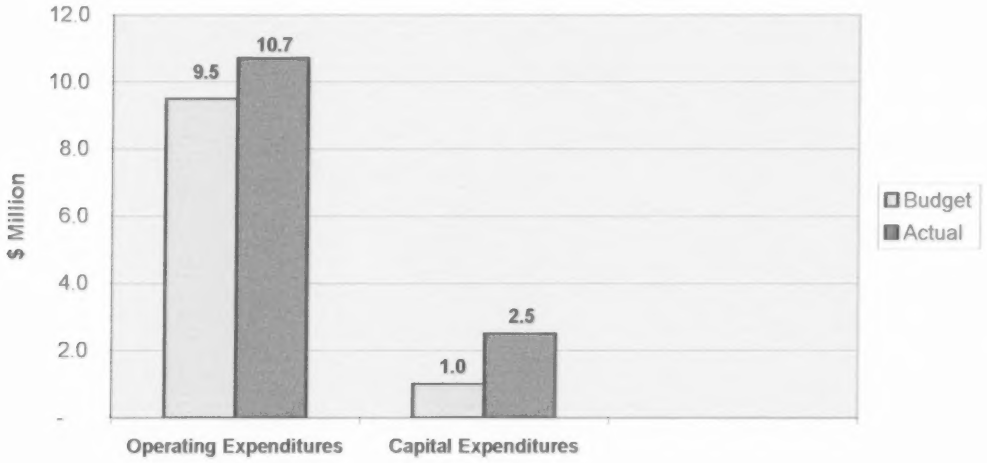
- The Fire & Protective Services Department responds to a five-year annual average of 5,900 total deployments (which includes non emergent investigations and public education and training) and an

average of 3,500 emergency dispatches for fire suppression, emergency medical assistance, hazardous material mitigation and rescue incidents.

- Division staff lead the corporate business continuity planning program and direct the Community Emergency Management Program through planning, partnerships, training and development.
- Each year, over 28,000 bylaw related inspections are done by the Bylaw Enforcement Branch
- Bylaw Enforcement responds to over 10,000 services request each year, which is 21% of the total service calls received by Service Regina.
- Each year over 7,600,000 rides are provided to get people to work, school, shopping, etc. The 105 city buses travel approximately 5,500,500 km. each year. The 43 accessible low floor buses provide improved accessibility for all customers, especially seniors. To ensure the effectiveness the fleet, 40 buses were replaced through the acquisition of 20 new and 20 pre-owned buses in 2009 and 2010.
- In each of the last five years, door-to-door Para-Transit bus service was provided to 184,000 passengers who traveled a total of 1,200,000 km per year over the last five years.

2010 Highlights

Financial Performance



Operational Highlights

The level of public satisfaction with the services delivered through the Division remains high. This is confirmed by the Division's high ratings in the City's 2009 Omnibus Survey. Among eleven City services, fire protection rated a very strong 4.19 on the 1-5 scale. City parks and green spaces (3.99) were rated second highest. Athletic fields and fitness centres were rated at 3.66 and 3.61 respectively. Neighbourhood centres and arts/culture support received a rating of 3.39.

Community Services Department

- The Recreation Facility Plan was approved by Council in April 2010 after an extensive research and consultation process that involved 20 key stakeholders, 75 user groups, 26 community associations,

five zone boards, two advisory committees, as well as several public open houses. Work has progressed on a number of the Plan's recommendations including: installation of artificial turf at Douglas Park; review and development of an enhanced outdoor ice program; development of a master plan for the Sandra Schmirler Leisure Centre; working with various partners to enhance the Core Ritchie Neighbourhood Centre as a neighbourhood hub for the community; and, several other projects. A detailed implementation and financing plan is being developed that addresses timing, partnerships and funding requirements for the remainder of the recommendations.

- The partnership with Regina Exhibition Association Ltd. to construct six multi-purpose arena facilities has been completed and the Co-operator's Centre opened to the public in January 2010. The new arenas provide City of Regina ice users with increased access to prime time ice in modern and contemporary facilities that meet their needs.

- The North Central Shared Facility is a unique concept created to provide and deliver a mix of community based cultural, social, educational, recreation and health services in a single facility using an integrated approach. This project represents a collaborative partnership with other levels of government, community organizations, service providers, and the community. This project will have a significant and positive impact on our city and specifically the North Central neighbourhood. The facility will require financial contributions from all three levels of government and other partners. Development of detailed plans is expected in 2011.

- The partnership with the Regina Public Library was strengthened as the construction on the Prince of Wales Library Branch connected to the Core Ritchie Neighbourhood Centre was initiated in summer 2010 and will be completed by March 2011. The City conducted a functional planning exercise; to identify opportunities to enhance the Core Ritchie Neighbourhood Centre; to better satisfy contemporary programming needs; and, to provide opportunities for integrated programming between the centre and the new branch library. A partnership was also established with the Optimist Clubs of Regina to construct a fully accessible play structure in Gocki Park adjacent to the Core Ritchie Neighbourhood Centre.

- The partnership with Regina Minor Football, Regina Soccer Association and Wascana Centre Authority to install artificial turf at Douglas Park progressed as the artificial turf has been installed. Detailed designs for the support building have been completed and funding opportunities are being explored. A partnership was also established with Regina Ladies Softball to install lighting at one of the ball diamonds in Douglas Park.

- New play structures were installed at Leslie Park, New Albert Park and Jenkins Drive Park in 2010. Residents can visit the city website to view a diagram of the new play equipment for each location.

- Park upgrades, including amenities such as new playgrounds, a winter sliding hill and skateboard pod were completed at St. Anne, Dover and Imperial Parks in the North East Community and Carlton Park in the Dieppe Community. In partnership with the Public School Board, department staff facilitated community visioning sessions regarding potential development of the outdoor space at the new Arcola School Site.

- Several significant tournaments and special events were hosted at City facilities this year. Most notable were the Bon Jovi concert at Mosaic Stadium, Western Canadian Diving Championships, National Big League Baseball Championships, Western Canadian Junior Baseball Championships and the VANOC Torch Relay.

- Several cultural and public art initiatives were undertaken, including installation of the Chief Piapot sculpture in Queen Elizabeth II Court and the unique sculpture that will be installed at the corner of Regina Avenue and Lewvan Drive, which is one gateway to the Regina International Airport. These public art initiatives, as well as participation in Regina's inaugural celebration of Culture Days, contribute to the development of a vibrant and attractive community.

- To move forward in achieving the vision of creating a safe and inclusive community where people live in harmony, progress was made on: crime prevention; graffiti management; anti-gang strategies; and, several social issue strategies such as homelessness and youth engagement. Two noteworthy projects were the initiation of an immigration plan to ensure that City services are accessible to immigrants and a youth needs assessment is being undertaken in the Heritage Community.

- Community investment funding was allocated to approximately 200 organizations, which have mandates that align with the City's priorities, particularly in the areas of community, cultural, social and economic development.

Parks & Open Space Department

- Significantly higher than normal rainfall in the summer of 2010 resulted in parks, as well as non-irrigated open spaces, remaining green throughout the summer. The high moisture conditions contributed to good growing conditions, filling in naturalized areas which resulted in a reduction of weeds in these areas.

- The wet weather conditions created a significant challenge in managing golf courses and cemeteries as well as completing landscape construction projects in 2010. On-going efforts were required throughout the summer months to address flood conditions to ensure adequate service levels were available to meet the needs of residents and visitors.

- Above normal standing water conditions in the spring and summer increased the number of potential mosquito breeding sites however, tempered by cool temperatures, the Department was able to effectively keep mosquito populations within the normal mosquito count range. As a result, West Nile Virus was not an issue to the community in 2010.

- Due to the cool and wet weather conditions, cankerworm emergence was slower than normal, allowing more time to apply biological agent. Conversely, these weather conditions coupled with several windy days, resulted in 30% less days to combat cankerworm emergence. Approximately 37,000 trees were sprayed this year, compared to 44,000 in 2009. Overall, the Department was able to deliver a successful cankerworm control program.

- The Department was able to achieve a high level of success with an enhanced gopher control program. Benefitting from additional funding in 2010, the program concentrated on specific, remote areas with high gopher populations. Methods of control included bait, foam application and smoke bombs. Areas with high gopher density and low public activity were controlled successfully with bait. The cumulative effect of this enhanced program will become more evident in the next couple of years. Overall, Service Request calls from residents regarding gopher control dropped significantly from previous years.

- As a pilot project, three parks were designated Pesticide-Free in 2010. Alternative methods were used to control weeds and mosquitoes at Al Pickard, Gordon Road Parks and Queen Elizabeth II Courtyard (City Hall). Hand-pulling, mowing, string-trimming and the removal of standing water were some of the methods employed. The Department's goal is to reduce our dependence on pesticides.

- Golf courses, specifically the greens, emerged from the winter in excellent condition and remained so throughout the season. Several major events were hosted at the public courses, including the Saskatchewan Professional Golf Association Tournament held at the Murray Golf Course and the Saskatchewan Men's Publinx Championship at the TorHill Golf Course. Both events attracted golfers from around the province.

- The first phase of a multi-phased columbarium complex at Riverside Memorial Park Cemetery was completed in 2010. This columbarium complex will consist of 6 columbarium units with over 1,000

niches. The first phase added 200 niches to the cemetery's capacity. This columbarium complex provides residents of Regina and surrounding area with dignified and attractive interment options.

- As a result of the recommendations developed through a CPTED (Crime Prevention Through Environmental Design) assessment, shrubs were removed, trees pruned and short sections of fence were removed at Rick Hansen Optimist Park to open up site lines and reduce vandalism.

- The Department played a major role in preparing sites for events such as the VANOC Olympic Torch Relay, United Way Day of Caring, several community gardens and the installation of the Chief Piapot statue.

Fire & Protective Services Department

- Enhancement of mobile computer-aided dispatch technology in emergency response apparatus provides real time data to emergency response crews and contributes to the Department's ability to continue to meet the City's 6/10 minute response objective over 90% of the time.

- Fire and life safety education programs were intentionally provided in the high fire risk areas of North Central, Heritage, and Al Ritchie. These programs were provided in partnership with: Bylaw Enforcement, Public Works, Regina Police Service, the two school boards, Regina Qu'Appelle Health District - Child and Youth Services Section.

- The Emergency Management Program coordinated the provincial designation application for assistance under the Provincial Disaster Assistance Program (PDAP), to allow citizens impacted by flooding to access federal funds available to repair critical, non-insurable properties.

- Amendments to the Regina Fire Bylaw 2005-18 were implemented to provide enhanced enforcement including the authority to issue fines for fire pit and other code violations.

- Construction of the new #4 fire station at the corner of Dewdney Avenue and Princess Street was completed and opened October 25, 2010. The station is one of the most energy efficient buildings in the City.

- Training has continued to be a priority for all aspects of fire services. The department successfully certified 24 personnel to the Technician level of Hazardous Materials. In addition, 12 personnel received officer certification as part of the department's succession plan.

- A new Fire fleet replacement reserve was approved in 2010. Ongoing collaboration with Fleet Services will be required to manage the fire fleet.

- Handheld technology continues to be used by the commissionaires for issuing parking tickets. The technology will be expanded in 2011 to Bylaw Enforcement personnel for parking enforcement during street sweeping and snow removal activities.

- The popularity of the online parking ticket payment option has grown steadily, as 35% of all parking tickets are now paid online.

- Bylaw Enforcement was successful in obtaining voluntary compliance in over 98% of closed cases

- Through the implementation of a Pro-Active Apartment Inspection Program, staff enforce minimum maintenance housing standards for multi-unit rental housing.

- The department is pursing Fire Service Accreditation and a comprehensive community risk assessment is underway to develop the "Standard of Cover" which will serve as the basis of service delivery.

Transit Department

- The Department continues to make significant progress in modernizing the conventional bus fleet. Over the past three years, over 50 buses have been replaced in the fleet, reducing the average fleet age to its current 11.5 years. Since 2006, the number of accessible, low floor buses in service has risen from 26 to 73! This has been accomplished within available funding by acquiring both new and second hand vehicles. Nine 11-year old, low floor buses were acquired from Charlotte, North Carolina. Fourteen new fully accessible low floor NovaBus units were received in 2010. The Department plans to have a fully accessible fleet by 2016.

- The successful "Campus Express" service became a permanent service in 2010. This service is meeting a public request to provide transportation for students, staff, and visitors from various parts of the city to the University of Regina, Innovation Place and SIAST. One of the routes also provides a limited stop service from the northwest and the university areas to the downtown.

- Regina's public transit continues to provide safe, convenient, affordable transportation for residents and visitors to special events, such as concerts, Saskatchewan Roughrider games and New Year's Eve celebrations. The "Ding-in-the-New-Year" and Football Express special services are increasing in popularity each year. Charters in 2010 included service to the SUMA and SARM conferences and to Mosaic stadium for the Bon Jovi concert.

- In November 2010, Regina Transit implemented the new smart card-based, electronic fare collection system branded the "R-Card". This state-of-the-art payment system will provide a wealth of information and data to make the transit system more responsive and efficient.

- In 2010, conventional transit bus routes were restructured to accommodate the conversion of several downtown streets to two-way traffic. The two separate transit points on 11th and 12th Avenues were combined into a single hub on 12th Avenue, between Lorne and McIntyre Streets, which allows transit riders to walk across the street to catch a bus heading in the opposite direction. Ongoing evaluation of the changes will continue to ensure customers are aware of any future routing changes.

- The department continues to focus on developing strong partnerships with the community. The objective is to make Transit an active partner to better serve our customers needs, while improving our cost recovery and efficiency. Partnerships have been created with the Regina Public Transit Coalition, the University of Regina and some local business associations.

- Regina Transit will celebrate 100 years of service in 2011. Some initial preparation has occurred for the centennial celebrations and the national CUTA conference which will occur in May 2011.

- Customer service and information is critical to the success of the department. The Transit Information Centre provides information 77 hours a week to customers regarding conventional transit. The Paratransit booking lines are available to customers 117.5 hours per week. In 2009, the regular bus fleet travelled just over 5,500,000 kilometres and the Paratransit fleet travelled 1,200,000 kilometres.

Strategic Priorities

In 2010, the preferred cycle of business planning to identify priorities and then align the allocation of budget resources to support those priorities was followed. Planning at the corporate level began with a refresh of the corporate strategic plan in spring 2010. During this process, the corporate strategic priorities were clarified and priority 1, 2 or 3 projects were identified. The next step is to secure the budget resources required to ensure that the day to day business and services provided by our division are adequately funded and that the priority 2 work has the appropriate resources. Finding the balance between "keeping the lights on" and long term strategic projects is a significant challenge.

The division provides a broad and diverse range of services that ensure and enhance the quality of life for all residents, neighbouring municipalities and visitors. Through department and branch business planning sessions, staff members will see the connection between the work they do, the services they provide, the resources requested and the corporate vision and mission.

Our ability to deliver on priorities and actions that address our opportunities and challenges is shaped by a number of key factors, including funding limitations. Collectively, we recognize the importance of being flexible and dynamic in our approach to customer service, future planning, operations and administration. To achieve success, open, transparent, and timely communication internally and externally is paramount. The Community & Protective Services Division staff are seen as leaders in the community and we recognize the significant level of experience, enthusiasm and expertise of the staff within the division. Each employee assists in achieving our goal to be effective and efficient in providing services that play a key role in improving the quality of life in Regina. Our work is focused on leading change, cultivating relationships and creating an ongoing environment for change through "Building, Shaping and Strengthening" the division and the community.

Achieving the corporate priorities requires that specific priorities and actions be identified within each division. These key areas of focus form part of the "Line of Sight" that connects the activities of the employees to the strategic priorities and to our overall vision. The 2011 Divisional Budget allocates financial resources to programs and services that enable us to deliver on elements of the four corporate strategic directions that are summarized below. The fundamental outcome of the work of this Division is "Making Life Better" for residents and visitors.

Strengthen City Infrastructure & Manage Assets

This Strategic Priority is related to strengthening our City infrastructure systems and managing other tangible and financial assets. It ensures that our City is strong and financially sustainable.

Our Key Areas of Focus

Corporate

Development and implementation of long term asset management strategies that will promote the utilization of best practices that ensure the sustainability of City assets and infrastructure, for example:

- A Facilities Plan, which will review all of our facilities with a view to revitalization.
- A long-term Technology Plan, which includes a focus on supporting our workforce needs and ensuring the security of our systems.
- A long term Financial Plan utilizing innovative, balanced financing strategies.
- Funding strategies for infrastructure renewal and long-term asset maintenance and replacement, including the Fire and Transit fleet replacement reserve.

Divisional

- Develop a detailed implementation and financial plan for the Recreation Facility Plan, which was approved by City Council in April 2010.
- Participate in the steering committee for the Transportation Master Plan which is also a corporate priority.
- Evaluate the information collected through the Parks & Open Space Asset Management Plan, to develop effective data collection and reporting processes, adopt and implement effective maintenance practices as well as quantify the gap between existing and desired condition of parks and open space assets.
- Collaborate with our strategic partners to renew Mosaic Stadium, ensure community access to the multi-purpose arenas at The Co-operators Centre at EVRAZ Place. Explore the development of the North Central Shared Facility, a partnership with a number of organizations including the Regina Public School Board, the Regina Public Library, the North Central Community Association, and the Regina Qu'Appelle Health Region to construct a facility that enables integrated programming for the neighbourhood's residents.
- Ensure appropriately researched and effectively developed fees and charges for division programs and services.
- Each of the Division's four Departments is pursuing the application of enhanced technology for the delivery of programs and services ranging from e-learning, to GPS monitoring systems, to systems for booking facilities or registering for programs, through to the addition of electronic fare boxes and real time customer information.

Our Outcomes

- An appropriate number and variety of up-to-date, high quality, safe, functional, affordable, and efficient facilities for arts, culture, recreation and sport.
- A responsive, diverse, well-managed open space system that includes parks, pathways, the urban forest, and urban landscapes.
- Strong, supportive financial management, business planning, performance measurement and performance management processes to enable continuous improvement and peak performance.
- Revitalized facilities, reliable fleet and equipment that meet the needs of staff and the community.
- Appropriate and efficient application of technology.
- Effective financial management and fiscally responsible approaches.
- A consolidated and collaborative approach to the effective management of our assets.

Ensure Organizational Capacity & Effectiveness

This strategic priority ensures we have the right people and processes in place, that we are as effective and efficient as possible, and that we are continuously improving.

Our Key Areas of Focus

Corporate

- The development of employee participation initiatives that promote two way communication, involvement in process improvement and regular employee engagement surveys.
- The further development and enhancement of the Corporate and Community Scorecard.
- The Division will participate in the corporate Workforce Diversity Program team and Aboriginal Employment Development Program (AEDP), which is focussing on strengthening Aboriginal partnerships and increasing Aboriginal representation in the City's workforce.
- Human Resources Strategic Review implementation including the development of training opportunities for staff, to develop skilled, knowledgeable and engaged employees, supervisors and managers.

Divisional

- Cascade business planning to the branch level within each department to build the "line of sight" to the Corporate Strategic Plan and guide our Division in advancing the strategic priorities of the corporation.
- Establish Division and department specific performance measures to measure and evaluate current versus historical performance to confirm continuous improvement.
- Re-establish an Emergency Operations Centre in addition to a strong corporate plan for emergency preparedness and business continuity, which includes plans for corporate response to extraordinary events and the maintenance of critical services.
- Focus on budget, variance and revenue reporting to ensure that financial resources are directed towards achieving divisional priorities and to substantiate return on investment.
- Enhance the strong working relationship with our strategic partners, both internal and external, to enable the achievement of corporate and division outcomes. Partnership will continue to be a priority in 2011.

Our Outcomes

- Improved business plans and models.
- Effective performance measurement and performance management.
- Skilled, knowledgeable, and engaged employees, supervisors and managers.
- A representative workforce.
- Balanced emergency response coverage and highly trained responders.
- A high performing workforce that is committed and engaged, and has the skills, knowledge and resources to achieve the corporate and Division outcomes.
- Effective emergency and business continuity plans, for the safety of our citizens, employees, and the stability of our municipal government.

Manage Growth & Community Development

This strategic priority ensures we anticipate and prepare for our City's growth and are responsive to the needs of our community.

Our Key Areas of Focus

Corporate

- The Division will lead the development of a Community Development Model that identifies priorities for the City's level of support to community organizations. The Community Development Model will include a needs assessment and will make recommendations specific to community investment and support services to organizations.

Divisional

- Assist in the development of the Official Community Plan, the Downtown Plan, and Neighbourhood Plans.
- Monitor the impact of the development of the Global Transportation Hub and the Saskatchewan Multi-Purpose Entertainment Centre.
- Complete a community risk assessment which will be used to guide the development of the Standards of Cover for the Fire Service.
- Participate in the Master Transportation Plan.
- Implement the recommendations within the Transit Investment Plan.

Our Outcomes

- Targeted community development activities within inner city neighbourhoods.
- Long-term infrastructure plans and their implementation.
- Enhanced vibrancy of the downtown.
- Increased pedestrian, bicycle and public transit use.

- Identify community risk capacity and develop a plan to address gaps.
- A safe living and working environment for the community.

Achieve Operational Excellence

This strategic priority focuses on providing excellent customer service to our community.

Our Key Areas of Focus

Corporate

- To augment the core customer service training that is delivered corporately, the Division continues to develop and deliver customer service training programs that are tailored to the specific needs of employees.
- The Division will utilize the Corporate Public Engagement Framework to ensure consistency in how the community is engaged. This framework will advance work in community development and assist in program and service improvements for all customers.

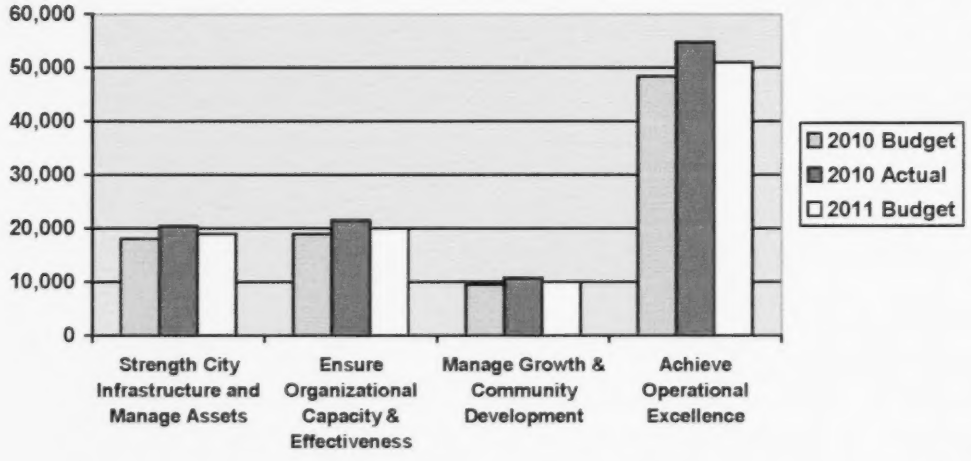
Divisional

- Implementation of the recommendations within the Transit Investment Plan will also address customer satisfaction, enhanced service delivery and operational excellence.
- Review program and service delivery, including process evaluation and mapping, stress our commitment to continuous evaluation and customer focused approaches. We will continue to
- meet service level standards at the division, department and branch levels.
- Continue the program for the inspection of apartment buildings that was initiated in 2010.
- Ensure appropriately researched and developed fees and charges for Divisional programs and service.

Our Outcomes

- Increased customer awareness and involvement.
- Increased customer satisfaction.
- Efficient, customer focused processes.
- Improved communication of the corporate vision and mission, Division mandate outcomes and actions to our customers and external stakeholders, to improve our partnerships and work toward the desired outcomes.

By Strategic Priority



In a more traditional format, the Community & Protective Services Division has summarized its operating budget as follows:

By Business Unit

Expenditures (000's)	2010 Budget	2010 Actual	**2011 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Community & Protective Services Office of the General Manager	733.6	811.6	**756.0**	22.4	3.1
Community Services Department					
Business & Infrastructure Planning	1,020.2	1,002.4	**1,286.6**	266.4	26.1
Community & Cultural Development	1,720.3	1,559.7	**1,743.5**	23.2	1.3
Facilities & Energy Mgmt Costs	627.0	551.2	**668.8**	41.8	6.7
Sport & Recreation	5,432.8	5,994.3	**5,704.4**	271.6	5.0
Parks and Open Space Mgmt Costs	864.6	808.9	**926.2**	61.6	7.1
Facilities and Energy Mgmt Costs	7,332.1	7,513.2	**7,574.4**	242.3	3.3
	16,997.0	17,429.7	**17,903.9**	906.9	5.3
Parks & Open Space Department					
Cemeteries	997.8	1,134.8	**1,056.6**	58.8	5.9
Facilities & Energy Mgmt Costs	55.9	34.8	**57.1**	1.2	2.1
Golf Courses	2,268.5	2,370.3	**2,537.4**	268.9	11.9
Facilities & Energy Mgmt Costs	357.8	384.7	**370.8**	13.0	3.6
Parks & Open Space Mgmt	10,939.6	11,257.0	**11,348.7**	409.1	3.7
Facilities & Energy Mgmt Costs	603.0	474.3	**584.3**	(18.7)	(3.1)
	15,222.6	15,655.9	**15,954.9**	732.3	4.8
Fire & Protective Services Department					
Business Continuity & Emergency Planning	181.9	133.5	**181.9**	-	-
Bylaw Enforcement	4,594.7	4,636.2	**4,816.7**	222.0	4.8
Fire Services	31,624.6	36,334.5	**34,188.3**	2,563.7	8.1
Facilities & Energy Mgmt Costs	432.8	460.9	**455.6**	22.8	5.3
	36,834.0	41,565.1	**39,642.5**	2,808.5	7.6
Transit Department					
Conventional Transit	20,452.6	26,979.4	**20,689.3**	236.7	1.2
Paratransit	3,827.8	3,998.8	**4,041.1**	213.3	5.6
Facilities & Energy Mgmt Costs	837.5	937.7	**843.6**	6.1	0.7
	25,117.9	31,915.9	**25,574.0**	456.1	1.8
Total	94,905.1	107,378.2	**99,831.3**	4,926.2	5.2

By Expense Object

Expenditures	2010 Budget	2010 Actual	**2011 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Salaries & Benefits	68,342.7	67,707.6	**70,995.1**	2,652.4	3.9
Employee Related Payments	295.7	253.8	**301.6**	5.9	2.0
Office and Administrative Expenses	998.5	1,164.0	**1,016.0**	17.5	1.8
Professional and External Services	5,353.4	5,743.7	**5,691.3**	337.9	6.3
Materials, Goods and Supplies	6,148.2	6,432.5	**6,419.4**	271.2	4.4
Community Investment	12.5	15.7	**12.5**	-	-
Other Expenditures	5,500.0	6,138.0	**5,783.8**	283.8	5.2
Transfer to a Reserve	284.8	11,946.8	**1,420.2**	1,135.4	398.7
Intra-Municipal Services	7,969.3	7,976.1	**8,191.4**	222.1	2.8
Total	94,905.1	107,378.2	**99,831.3**	**4,926.2**	5.2

Costing Fund

Expenditures	2010 Budget	2010 Actual	**2011 Budget**	Dollar Change	Per Cent Change
Community Services:					
Open Space - Landscape Trades	1,457.6	1,467.8	**1,480.3**	22.7	1.6

This operation provides landscape construction services, with the costs charged to operating or capital budgets within Community Services and other Departments, or in some instances to external organizations.

Staff Complement

Full Time Equivalents (FTE's)	2010	2011
Permanent	695.5	720.4
Casual	177.1	167.8
Total	872.6	888.2

The details of the staff complement changes are noted in the Analysis of Change table, including housekeeping changes, year over year, that are shown as base changes in salaries and benefits.

Analysis of Operating Expenditure Budget Changes

Details	($000's)
2010 Budget	94,905.1
1. Salaries & Benefits - Includes cost changes resulting from in range progression increases, classification reviews and employer benefit costs. (Base)	2,592.7
2. Inflationary increase.	519.3
3. Increase in costs allocated by Facilities Management Services. (Base)	308.2
4. Increase in allocated Fleet costs - This is a new charge for 2011 to pay for future Fleet replacement of buses for Transit Department and Front Line Apparatus for Fire and Protective Services. (Base)	883.3
5. Increase in allocated Fleet costs, Computer Lease costs & Output Device costs - Costs allocated by Corporate Services. (Base)	35.4
6. Increase in the contract with the Regina Humane Society for the removal and kenneling of stray animals to be offset by an increase in Animal Licensing Fees. (Base)	68.7
7. Increase in transfer to Golf Course Reserve. (Base)	227.1
8. Increase in transfer to Cemetery Reserve. (Base)	25.0
9. Transfer cost of drainage on City owned property to the Real Estate branch of the Planning & Development Division. (Base)	(112.20)
10. Paratransit Contract - The Regina Paratransit Services has a contract with FirstBus Canada to provide Paratransit vehicle operations and maintenance. The current contract expires at the end of June 2011. This request includes the contractual increase in 2010 year and the cost of the new contract for the period July to December 2011. (Ongoing)	123.1
11. Fire & Protective Services - The Emergency Communications Centre (4.0 Permanent FTE). This initiative will remove the requirement of Fire Fighters to perform the Telecommunicator function and ensure industry standards are maintained at all times. (Ongoing)	210.2
12. Parks & Open Space - New Open Space Maintenance (3.3 Casual FTE). Due to Regina's growth, additional funding is required to maintain new park and open space which will be added to the inventory in 2011, as a result of new subdivision development and park upgrades. (Ongoing)	182.0
13. Transit Service to Grasslands - (3.0 Permanent FTE) Transit currently provides service to the Grasslands area. This service was unbudgeted for in 2010 and represents a cost to Transit that is not funded. Additional operating funding is required to continue to provide service to this area without interruption. (Ongoing)	303.1
14. Community Services - The Recreation Facility Plan, which was approved by Council in 2010, presents 33 recommendations for development and revitalization of Regina's sport, culture and recreation facilities, addressing both the current state of the infrastructure as well as the highest priority community needs. $100,000 will be used to contract consultants to support the implementation of the highest priority recommendations that will be presented to Council as part of the implementation and financing plan in December. (One-time)	100.0
15. Community Services - Evraz Arena Agreement: The Regina Exhibition Association and the City of Regina developed a partnership to build the Co-operator's Centre to address aging infrastructure, provide exhibit space to promote Regina as a host of major events and to address the need for improved arena facilities. The Co-operator's Centre, which includes six multi-purpose arenas opened to the public in January of 2010; and provides ice users with increased access to prime time ice. In 2011, the Operating Agreement with REAL requires the City purchase 6000 hours for a cost of $1,260,000 and it is expected that the City will generate $960,000 in revenue for a net cost of $300,000. (One-time)	1,260.0

Details	($000's)
16. Community Services (0.21 Casual FTE) - Rambler Park operation will become part of the City's operations for 2011 until alternative arrangements can be made. (One-time)	19.7
17. Community Services : Crime Prevention Initiative $2,000; Urban Aboriginal Leadership Program $35,000, Immigration Program $40,000. (One-time)	77.0
18. Parking Study Consultant - The funds from this request will be used to engage a consultant to provide a framework and strategy as to how parking services in the City of Regina should be delivered. The results of this study will allow the City to develop efficient and effective policies for parking in the downtown and other areas of the City. (One-time)	75.0
19. Delete 2010's One-time Expenses.	(1,125.0)
20. Manageable Reduction.	(846.4)
2011 Budget	99,831.3

Note:
Base request funding – represents an increase in cost necessary to maintain current service levels.
Ongoing request funding – represents expenditures that would be ongoing past the current budget year.
One-time Expense request funding – represents one-time expenditures for the current budget year.
Manageable Reductions – represents controllable and sustainable cost savings

Capital Investment Program

To achieve the City's Strategic Priorities the Community & Protective Services Division has estimated its total allocation of capital investments according to both Strategic Priority and functional Business Unit as follows:

By Strategic Priority

				Budget Change	
Expenditures	2010 Budget	2010 Actual	**2011 Budget**	Dollar Change	Per Cent Change
Strengthen Infrastructure & Manage Assets	8,805.0	22,660.2	**2,330.0**	(6,475.0)	(73.5)
Ensure Organizational Capacity & Effectiveness	165.0	424.7	-	(165.0)	(100.0)
Manage Growth & Community Development	600.0	1,544.1	**785.0**	185.0	30.8
Achieve Operational Excellence	370.0	952.2	-	(370.0)	(100.0)
Total	9,940.0	25,581.2	**3,115.0**	(6,825.0)	(68.7)

By Business Unit

				Budget Change	
Expenditures	2010 Budget	2010 Actual	**2011 Budget**	Dollar Change	Per Cent Change
Community Services	4,568.0	3,121.2	**1,205.0**	(3,363.0)	(73.6)
Parks & Open Space	1,427.0	1,745.0	**660.0**	(767.0)	(53.7)
Fire & Protective Services	535.0	153.7	**850.0**	315.0	58.9
Transit	2,910.0	9,168.7	**400.0**	(2,510.0)	(86.3)
Other	500.0	11,392.6	-	(500.0)	(100.0)
Total	9,940.0	25,581.2	**3,115.0**	(6,825.0)	(68.7)

Summary of Capital Investments

Details		($000's)
1.	Recreation Equipment and Furnishings - replacement, revitalization and sustainability of recreation equipment and furnishings at Recreation Facilities.	100.0
2.	Recreation Facility Plan - Athletic Fields/Sport Facilities Restoration, Repair and Upgrades.	50.0
3	North Central Shared Facility - for a detailed design of this new facility for construction in 2012 and 2013.	440.0
4.	Restoration - Multi-use Pathway Asphalt Recapping - some sections of the 30 kilometre pathway are in need of recapping.	195.0
5.	Outdoor Play Amenities -Outdoor Play Amenity Upgrades - upgrading 27 of the city's 153 playgrounds to meet current Canadian Standards Association Standards.	150.0
6.	Upgrades and New Development -OSMS Park Upgrades - Rothwell Park in the Glen Elm neighbourhood will be upgraded.	465.0
7.	Cemetery Improvements & Repairs - Cemeteries General Allocation - construction of monument strip foundations, columbarium purchases and installation, new and infill tree and shrub plantings, landscape upgrades, road repairs, sign installation and irrigation restoration.	115.0
8.	General Golf Course Projects - Golf Courses General Allocation - mitigation of water erosion, course restoration and improvements at all four Golf Courses.	350.0
9.	Other Equipment Fire - Self-Contained Breathing Apparatus (SCBA) - replacement of existing equipment.	850.0
10.	Transit Buses & Vehicles - Refurbish Transit Buses - refurbishment of used buses purchased from other transits and newer buses that have reached their half life.	300.0
11.	Facilities and Equipment Transit - Downtown Bus Stop Improvements - involves the acquisition and installation of bus shelters along 11th and 12th Avenues.	100.0
2011 Capital Budget		**3,115.0**

Public Works Division

Mandate

Public Works preserves and operates municipal infrastructure involving roadways, traffic, water, drainage, wastewater, and solid waste to meet regulatory requirements, community needs, and support becoming "best run".

The division is managed directly by the City. The City provides funding for divisional services through property taxes, utility billings and other fees for service charges.

Role & Business Model

As the City strives to become the "best run municipality in Canada" focusing on high performance, customer satisfaction and employee engagement, Public Works has four divisional priorities to assist in foundationally delivering our core services in the most effective and efficient manner.

The core business of Public Works is to be stewards of a significant portion of the city's infrastructure, ensuring that infrastructure systems are adequately preserved, resourcefully funded and effectively operated. This is accomplished through implementing best practices that advance safety, consistency, efficiency and reliability.

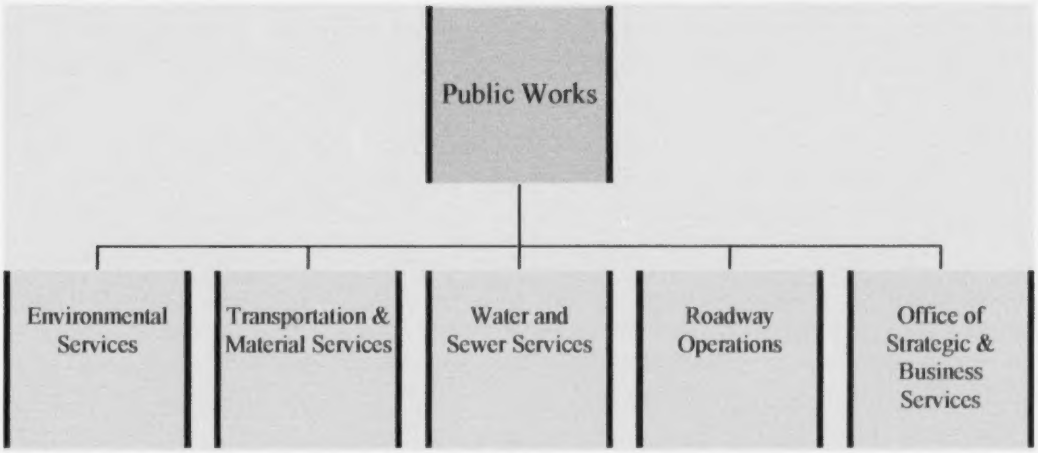
We create value through service leadership that best serves our stakeholder base, maximizing every dollar spent. Our divisional priorities focus on:

- ensuring that employees have the appropriate skills, abilities and tools to deliver our programs and services,
- ensuring a safe workplace is foremost,
- developing people management strategies that support operations; and,
- understanding our programs and services to build upon in the future.

Overview

The Public Works Division was created as part of the 2008 corporate restructuring to provide infrastructure management and services that are essential to the quality of life in our community.

Public Works is comprised of five departments: Environmental Services, Water & Sewer Services, Roadway Operations, Transportation & Material Services and the Office of Strategic & Business Services (as depicted and described below). The division employs over 400 full time equivalent positions as well as approximately 150 casual employees (funded between the general, utility and costing funds, both operating and capital).



- **Environmental Services Department** – Design, construct, operate and maintain wastewater treatment, solid waste management and environmental services for Regina and surrounding communities, and engineering, design and construction services to Buffalo Pound Water Treatment Plant, to protect public health and enhance the quality of life.

- **Transportation and Material Services Department** – Provide diverse transportation services to customers and are dedicated to traffic safety and infrastructure preservation.

- **Water and Sewer Services Department** – Design, construct, operate and maintain essential water, wastewater and drainage systems for Regina and surrounding communities to protect public health and property.

- **Roadways Operations Department** – Maintain and operate roadways, walks and alleys to ensure a safe, reliable transportation system for the community.

- **Office of Strategic and Business Services** – Provide strategic, engineering and business leadership for the Public Works division.

Note:
The water, wastewater and drainage services are delivered through the Water and Sewer Utility Budget and are not included in the General Operating Budget.

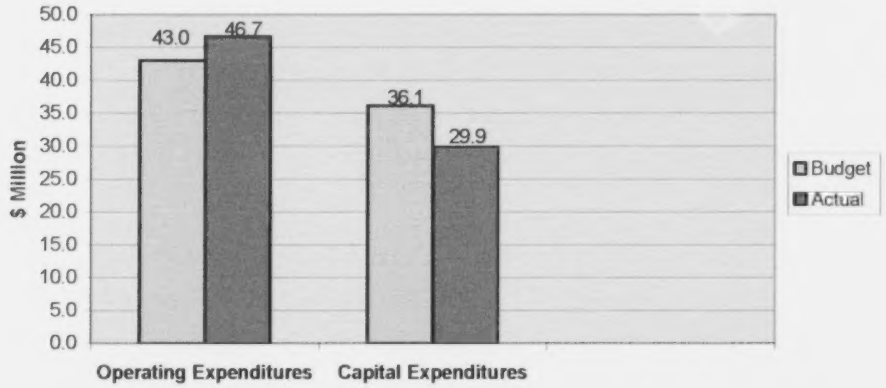
Key Facts

- Public Works, as a whole, has resolved a total of 35,081 Service Requests.
- Regina's Roadway Network Inventory consists of 952 kilometres paved roads, 32 kilometres of gravel roads, 1279 kilometres of sidewalks, 172 kilometres of paved alleys, and 132 kilometres of gravel alleys.
- Under the Winter Road Maintenance Program, the Roadway Operations Department is responsible for snow plowing, snow removal and ice control on the roads, snow disposal site, alleys, and sidewalks of the City of Regina.
- The City's transportation network includes forty-three bridge or overpass sites (including eight rail overpasses, three timber bridges and thirty-two concrete bridges), 9 grade separations and bridges, 18 water overpasses and 1 pedestrian overpass.
- The average pavement age of the expressway/arterial network is 12 years, the collector and industrial commercial network is 12 years, and the local network is 28 years by surface area.
- The City of Regina maintains a total inventory of over 50,000 street signs.
- The City has 172 signalized intersections, nine pedestrian half signals, 69 pedestrian corridors, and 820 expressway lights.
- The City asphalt plant produced 65,450 tonnes of hot mix asphalts in 2010 at a total cost of $5,240,000. Total cost includes the cost of materials, labour, equipment and energy to produce asphalt mixes and maintain the plant, as well as management costs and funds transferred to the asphalt plant reserve for future plant upgrades. In 2010, the City's asphalt supply price was approximately 10% less than private contractor's asphalt supply price. The plant also produced 200 tonnes of dry sand.
- The bulk materials operation provided 150,000 tonnes of granular and landscape materials to various City branches and public agencies. Recycled materials constituted 50% of bulk materials sold. In addition, 62,000 tonnes of granular materials were processed for the needs of asphalt plant.
- The Testing Lab and Field Services section provided 230 full asphalt tests, 750 sieve analyses, 400 asphalt density field tests and over 3,000 hours of concrete placement and paving inspections to ensure that materials and construction techniques meet City specifications. In addition, Benkelman beam testing and 160 core samples of the old road structure was completed to support the 2011 road design program.
- Total amount of material disposed of at the landfill annually is 597,000 tonnes. This amount consists of three main categories: 39% garbage, 47% dirt, 14% recycled concrete, and concrete/asphalt mix.
- The landfill processes approximately 190,000 transactions each year. This is a reflection of the economic activity in the City and surrounding area.
- About one third of the landfill waste comes from residential areas and two thirds comes from industrial/commercial/institutional areas.
- Residential waste collection is provided to 60,000 houses, which amount to over 3,000,000 house visits per year. Each house produces an average of 1 tonne of garbage per year.

- The City's waste minimization program includes the Big Blue Bin (BBB) and Tinsel Mulch programs. The Tinsel Mulch program resulted in the recycling of 3,500 Christmas trees. Paper collected through the BBB program is approximately 5,500 tonnes per year.

2010 Highlights

Financial Performance



- The 2010 Street Infrastructure Rehabilitation Program rehabilitated 21.2 kilometres of City's road infrastructure with budget of $14.9 million. This included 13 arterial road locations totalling 18 km, 14 collector road locations totalling 5.2.0 km, and 9 projects on local roads totalling 6.6 km. Major projects included:
  - Rehabilitation of Albert Street from College Avenue to Saskatchewan Drive was undertaken to coincide with the significant planned changes to the downtown area.
  - Resurfacing over 2 km of Lewvan Drive rehabilitation of Pasqua Street from Stapleford Crescent to Sherwood Drive to improve ride comfort and preserve the surface of one the City's busiest arterial roads.
- Rehabilitation and preservation projects were completed in every area of the City to improve road roads in poor condition and preserve roads that are in relatively good condition.
- Refurbishment of the 60-year old 11th Avenue timber bridge over Wascana Creek began in 2010 for public safety purposes. This project will be completed in 2011.
- Arcola Avenue bridge over Highway #1 Bypass was rehabilitated to provide sufficient load carrying capacity, new asphalt and concrete surfaces, and widening and improvement of the sidewalk to improve pedestrian and cyclist safety.
- Bridge Repairs to locations with damages to girder flanges and other components resulting from collisions by over-dimension loads in 2009 were:
  - Albert St. N at Ring Road east bound over-height damage repair and embankment erosion control work.
  - Winnipeg St. at Ring Road over-height damage repair.
  - Assiniboine North at Ring Road over-height damage repair.
- A new 128 meter long guardrail was installed at Argyle Street and Avonhurst Drive.

- Repairs were made to approximately 25 different guardrail locations, with cumulative lengths and types of guardrail repaired of 103 m of W-Beam, 90 m of Box Beam, 42 m of Cable Barrier, 8 m of Thrie beam, 10 m of bridge rail, and 2 stub posts.

- Traffic signals were modified to support the Downtown 2-way conversion of streets from one way to two-way operation at 12 locations. This included the installation of new poles, signal heads, concrete bases and wiring. Two traffic signals were temporarily removed to support the construction of the new festival space for the Plaza.

- Traffic signals have been fully refurbished at Albert & 15th, Albert & 13th, and Albert & 12th as part of the Albert Street Rehabilitation Project. This project also saw the replacement of approximately 3 km of underground communications cable that connect traffic signal controllers.

- Traffic signals were refurbished for the Arcola Bridge project.

- Three pedestrian corridors were refurbished at three locations to support the Pedestrian Safety Program in the Traffic Control and Parking Branch.

- Preliminary work was completed in preparation for the refurbishment of two expressway lighting cabinets and the associated expressway lights between Park Street and Fleet Street along Victoria Avenue. The refurbishment is scheduled for later in 2010 and could carry over into the spring of 2011.

- As part of the annual "Lamp maintenance program", 119 of 172 traffic signals had preventative light bulb replacements completed, along with an overall inspection of the signal infrastructure. This program replaces each light bulb in a traffic signal, checks the alignment of the traffic signals, cleans the lenses, checks all of the external nuts and bolts, checks the condition of the junction boxes and notes any defects that require attention in the future. Approximately 5,950 bulbs were replaced.

- Roadway Operations initiated action to have ownership of the land currently used for snow disposal transferred to the City.

- The Global Positioning System (GPS)/ Automatic Vehicle Locator (AVL) project continues to be developed for implementation on Winter Maintenance equipment. Once fully implemented, GPS/AVL will track winter maintenance equipment that supports the delivery of the Winter Maintenance Policy.

- The third year review of enhancements to the Winter Road Maintenance Policy has been completed, focusing on removal at transit stops/school zones, surveys of sidewalk removal and continuation of pilot programs such as residential ice shaving and pre-wetting.

- The 2010 construction program designed, installed and maintained over 250 traffic accommodations.

- Traffic Accommodations were coordinated and provided for:
  - 35 special events,
  - 253 over-dimensional moves coordinated through the city,
  - 603 temporary street use by contractors and the film industry, and
  - 29 new accessible parking zones at private residents.

- In 2010, $1.4 million in parking meter revenue was collected.

- Painting of over 300,000 meters of lane lines and over 70,000 meters of crosswalk/stop bar pavement marking was completed and supported by a new state of the art paint truck. Wet weather hampered schedules during 2010.

- For the City Square Project, traffic acclimatization was utilized. Special markings were applied for motorists and pedestrians to safely facilitate new turning movements and increase awareness of the two-way traffic conversion.

- Approval for a new landfill development was received from the Ministry of Environment (MOE). Construction for the new landfill began in July and completion of the project is expected to be early in 2011.

- The landfill gas collection system destroys approximately 1,000 tonnes of methane gas each year, which reduces greenhouse gases (equivalent to 41 tonnes of CO2 each day).

- Waste Plan Regina's implementation plan will be tabled in 2010 with a report to City Council near the end of the year.

Strategic Priorities

Public Works Division delivers programs to operate, maintain and reconstruct the municipal infrastructure/assets.

Public Works also provides operational and engineering services to the community and corporation including winter maintenance on roadways, alleys and sidewalks; traffic control; environmental monitoring and testing; and disposal or diversion of waste material.

The 2011 Divisional Budget provides the financial resources to deliver these results and is summarized as follows:

Manage Growth & Community Development

Our Key Areas of Focus

Corporate
- Develop and participate in the Infrastructure Summit.

Divisional
- Landfill Closure and Capping.
- New Landfill Development.
- Solid Waste Collection and Disposal Minimization.

Our Outcomes
- Infrastructure for New Growth, Development and Regulatory Standards.

Strengthen City Infrastructure & Manage Assets

Our Key Areas of Focus

Corporate
- Development of an Infrastructure Investment Strategy.

Divisional
- Alternative business model and revenue generation opportunities are explored.
- Corporate financial standards are met annually.
- Implement processes to develop approved business plans and budgets.

Our Outcomes
- Financial Acumen.
- Asset Management.
- Preservation and Maintenance.

Achieve Operational Excellence

Our Key Areas of Focus

Corporate
- Participation in the Corporate Customer Service Refresh.

Divisional
- Develop and implement a Program Service Review Process that provides continuous service improvements.

Our Outcomes
- Customer Service.
- Innovation.

Ensure Organizational Capacity & Effectiveness

Our Key Areas of Focus

Corporate
- Leading the Organizational Cultural Inventory.

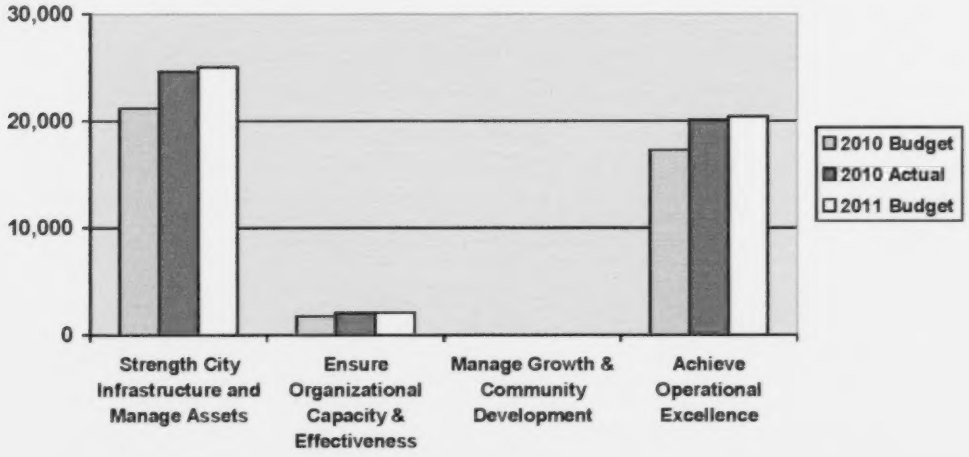
Divisional
- Workplace Accidents/Personal Injuries and Motor Vehicle Accidents are reduced.
- Safety Strategy is developed and implemented.
- Employee Engagement Strategy is developed and implemented.
- Orientation Framework developed and implemented.

Our Outcomes
- Safe, Healthy and Productive Workplace.
- Contemporary People Management.
- Sustainable and Competent Work force.
- Employee Engagement.

Operating Expenditure Summary ($000's)

To achieve the City's Strategic Priorities the Public Works Division has estimated its total allocation of operating budget as follows, which reflects its focus on infrastructure:

By Strategic Priority



In a more traditional format, the Public Works Division has summarized its operating budget as follows:

By Business Unit

Expenditures ($000's)	2010 Budget	2010 Actual	**2011 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Office of Strategic and Business Services					
Business Services	1,552.6	1,333.8	**1,402.2**	(150.4)	(9.7)
Divisional Strategic Services	327.7	266.5	**334.1**	6.4	2.0
Engineering & Business Systems	424.6	249.8	**420.1**	(4.5)	(1.1)
Transportation & Materials Services					
Roadway Preservation	1,844.2	1,817.1	**1,875.3**	31.1	1.7
Asphalt Production & Field Services	238.0	219.5	**295.5**	57.5	24.2
Traffic Signals & Lighting	5,486.9	5,656.5	**6,297.3**	810.4	14.8
Traffic Control & Parking	1,768.1	1,657.2	**2,064.5**	296.4	16.8
Roadways Operations					
Roadways Administration	2,484.4	2,211.8	**2,264.2**	(220.2)	(8.9)
Asphalt Services	2,806.2	2,775.1	**3,462.8**	656.6	23.4
Concrete Services	746.8	734.7	**964.7**	217.9	29.2
Sweeping & Alley Services	4,812.7	5,006.7	**4,957.3**	144.6	3.0
Winter Road Maintenance	5,161.8	7,433.1	**5,442.2**	280.4	5.4
Environmental Services					
Environmental Engineering	435.7	519.9	**653.6**	217.9	50.0
Solid Waste Collection	7,470.8	8,145.2	**8,147.1**	676.3	9.1
Landfill Operations	2,007.3	2,402.4	**3,873.4**	1,866.1	93.0
Transfer to Landfill Reserve	4,852.0	5,747.6	**4,498.9**	(353.1)	(7.3)
	42,419.8	46,176.9	**46,953.2**	4,533.4	10.7
Facility Costs[1]					
Administration, Roadways & Traffic	363.6	362.2	**348.6**	(15.0)	(4.1)
Waste Management	188.1	201.3	**197.4**	9.3	5.0
	551.7	563.5	**546.0**	(5.7)	(1.0)
Total	42,971.5	46,740.4	**47,499.2**	4,527.7	10.5

Note:

1. *Facility costs are allocated from the Facilities Management Services Division of the Corporate Services Department.*

By Expense Object

Expenditures ($000's)	2010 Budget	2010 Actual	**2011 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Salaries & Benefits	17,714.2	18,275.1	**19,124.9**	1,410.7	8.0
Employee Related Payments	95.3	107.5	**97.5**	2.2	2.3
Office & Administrative Expenses	304.3	506.6	**318.9**	14.6	4.8
Professional & External Services	1,787.3	1,716.8	**1,807.0**	19.7	1.1
Materials, Goods, & Services	2,597.3	2,213.7	**2,726.6**	129.3	5.0
Other Expenditures	5,168.6	6,941.6	**5,669.9**	501.3	9.7
Transfer to Landfill Reserve	4,852.0	5,847.6	**4,498.9**	(353.1)	(7.3)
Intra-Municipal Services	10,452.5	11,131.5	**13,255.5**	2,803.0	26.8
Total	42,971.5	46,740.4	**47,499.2**	4,527.7	10.5

Costing Fund

Expenditures ($000's)	2010 Budget	2010 Actual	**2011 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Public Works					
Granular Material & Asphalt Plant	6,151.4	5,713.8	**6,600.2**	448.8	7.3
Roadway Operations	1,329.8	1,767.4	**1,367.5**	37.7	2.8
	7,481.2	7,481.2	**7,967.7**	486.5	6.5

Staff Complement

Full Time Equivalents	2010	2011
Permanent	192.5	199.5
Casual	63.1	68.8
Total	255.6	268.3

Analysis of Operating Expenditure Budget Change

Details		($000's)
2010 Budget		42,971.5
1.	Salaries and Benefits - includes cost changes resulting from salary increases, in range progressions, classification reviews and employer benefit costs, including increases in the City's contribution to the Employees' Pension Plan. (Base)	972.2
2.	Base Price Increases.	605.9
3.	Materials Costs - increase in costs such as concrete, gravel, salt and asphalt for pavement patching, sidewalk maintenance, alley maintenance, and sanding and salting streets. (Base & Ongoing)	38.1
4.	Allocated Costs: Increase in Fleet Costs - equipment expenses due to the increased cost of fuel, fleet garage charges and depreciation charges as vehicles and equipment are replaced; and computer, output device and allocated asphalt costs. (Base & Ongoing)	668.0
5.	Electricity Rate Increase - predicted system average increase by SaskPower for 2011. (Ongoing)	339.7
6.	Landfill Operations - additional equipment and manpower required to maintain service levels due to increase in operations. (Ongoing)	272.3
7.	Urban Highway Connector Program (UHCP) - increase in costs associated with the City increasing Highway roads to maintain from the Provincial Government. (Ongoing)	381.3
8.	Bridge Washing - costs associated with cleaning & washing City bridges as a preventative maintenance measure. (Ongoing)	80.0
9.	Solid Waste Collection - increase in Landfill tipping fees creating an increase in cost to Solid Waste Collection. (Ongoing)	847.5
10.	Uncontrollable Price Increases - these costs relate specifically to contractual obligations & increase of maintenance required due to newly developed areas within the City. (Ongoing)	272.8
11.	HR position paid by PW for 2011 only.	(88.5)
12.	Waste Minimization - Solid Waste SUMA recycling program. (One-time)	200.0
13.	Container Maintenance - costs for maintenance & repair of aging solid waste containers. (One-time)	88.0
14.	Transfer to (from) Landfill Reserve.	446.9
15.	Manageable Reductions.	(390.5)
16.	Remove 2010 One-time Expenses.	(206.0)
2011 Budget		47,499.2

Note:
Base request funding – represents an increase in cost necessary to maintain current service levels.
Ongoing request funding – represents expenditures that would be ongoing past the current budget year.
One-time request funding – represents one-time expenditures for the current budget year.
Manageable Reductions – represents controllable and sustainable cost savings

Capital Investment Program

To achieve the City's Strategic Priorities the Public Works Division has estimated its total allocation of capital investments according to both Strategic Priority and functional Business Unit as follows:

By Strategic Priority

				Budget Change	
Expenditures	2010 Budget	2010 Actual	**2011 Budget**	Dollar Change	Per Cent Change
Strengthen Infrastructure & Manage Assets	17,828.5	14,757.4	**31,144.0**	13,315.5	74.7
Ensure Organizational Capacity & Effectiveness	-	-	**-**	-	-
Manage Growth & Community Development	18,294.5	15,143.2	**907.0**	(17,387.5)	(95.0)
Achieve Operational Excellence	-	-	**4,810.0**	4,810.0	-
Total	36,123.0	29,900.6	**36,861.0**	738.0	2.0

By Business Unit

				Budget Change	
Expenditures ($000's)	2010 Budget	2010 Actual	**2011 Budget**	Dollar Change	Per Cent Change
Roadways Infrastructure	14,900.0	14,168.9	**16,802.0**	1,902.0	12.8
Bridges	4,450.0	4,885.7	**6,000.0**	1,550.0	34.8
Traffic Control & safety	1,213.0	1,301.6	**1,192.0**	(21.0)	(1.7)
Waste Management	15,020.0	9,348.6	**12,667.0**	(2,353.0)	(15.7)
Other	540.0	195.8	**200.0**	(340.0)	(63.0)
Total	36,123.0	29,900.6	**36,861.0**	738.0	2.0

Capital Project Funding Sources ($000's)

Asphalt Plant Reserve	-
Current Contributions	**7,884.0**
Debentures	**5,000.0**
Gas Tax (GT)	**7,000.0**
General Fund Reserve	**1,250.0**
Other External	**10.0**
Landfill Reserve	**12,667.0**
Provincial/Territorial	**3,050.0**
Service Agreement Fees (Roads)	-
	36,861.0

Summary of Capital Investments

Details		($000s)
1.	Street Infrastructure Renewal - Asphalt resurfacing and concrete repair, consulting services, pavement asset management, local improvement walk, curb and gutter replacement, and reconstruction and resurfacing of roadways in conjunction with local improvement work.	16,802.0
2.	Bridge Infrastructure Renewal - Correction of structural deficiencies, inspection and engineering related to the safety and renewal of existing bridges.	6,000.0
3.	Traffic Control & Safety - This includes traffic signal rehabilitation and an alley lighting improvement program. Traffic signal rehabilitation is an annual program performing end of life asset replacement of 4% of the City's signalized intersections per year and includes the replacement of traffic signal poles, ducts, wiring, controls, lights, detection equipment, software, other ancillary supplies, and services based on the expected life span of poles and their components. The alley lighting improvement program arranges for and oversees the installation of alley lights under the Local Improvement Program.	1,192.0
4.	Other Transportation Projects - This includes railway crossings and 9th Ave. N. Winnipeg to McDonald Road Classification Review. Railway crossings is a program coordinated with CN and CP Railways programs to upgrade the railroad tracks at the crossings. Several are upgraded every year. Activities involved are engineering services, asphalt resurfacing, concrete repairs and railway seals replacement. There is a project to conduct a study of 9th Avenue North between Winnipeg Street and McDonald Street to ensure the roadway meets City standards for the volume and type of use.	200.0
5.	Landfill Capping and Closure - Services of a consulting firm are being sought to develop an updated Closure Plan, identify, source and, if necessary, design borrow pit(s) for cover material, develop a closure schedule and provide preliminary, pre-design, detailed design and construction engineering services to deliver a Closure Progression Plan for the existing landfill.	3,800.0
6.	Landfill Gas Collection Phase II - Landfill gas collection Phase II collects and destroys landfill generated methane which is a Greenhouse Gas. Work includes engineering design and construction of gas collection wells and piping and associated elements.	100.0
7.	Purchase New Track Loader/Dozer - Additional heavy equipment is required due to landfill expansion in 2010 as both sites (existing and expansion areas) remain in operation.	500.0
8.	New Landfill Development - Construction of a new landfill would involve development of cells with a capacity for ten years. The cost of each cell is estimated at $8 million. Once the capacity of each cell is reached, the cell would be closed. The long term expansion plan approved by SOME provides for upwards of an 80-year landfill life. This lifespan could be extended pending potential future waste diversion programs.	7,000.0
9.	Waste Collection - This provides for future new facilities to deliver the waste management services adopted by Council from the Waste Plan Regina Report. Work involves planning, engineering, construction, and service delivery contracts.	1,267.0
2011 Budget		**36,861.0**

Corporate Services Division

Mandate

"We excel in providing services and support to our customers, both internal and external; enabling City operations to maximize its effectiveness and potential. Our Corporate Services team includes Financial Services, Information Technology Services, Human Resources, Fleet Services, and Facilities Management Services."

Divisional Overview

As described in our Mandate, the Corporate Services Division effort remains committed to supporting the corporate priorities and to provide services to the other Divisions. Corporate Services has developed its second Divisional and Departmental plans towards delivering on the Corporation's Strategic Priorities by focusing on achieving a solid foundation. The focus of the plans and corresponding budget are to stabilize our core services and to more effectively support our customers now and in the long-term. The 2010 Divisional Budget is summarized into the following functional areas:

- Administration – The General Manager, along with the strategic services and administrative staff are responsible for strategic direction to the five Departments, related administrative support, as well as establishing and monitoring corporate policy and governance requirements.

- Facilities Management Services – The Department, led by the Director – Facilities Management Services, provides the space planning, construction project management, physical plant maintenance, and the day-to-day operation of City-owned facilities. The department also provides for the corporate facilities energy management and air quality programs, and the electricity and natural gas utility program for all civic facilities.

- Finance – The Department, led by the Director – Finance Department, provides internal and external financial reporting, accounting, budget, purchasing, cash management, and investment and debt management services for the Corporation. It manages customer service, billing, and collection for the City's water, wastewater, and drainage utility.

- Fleet Services – The Department, led by the Director – Fleet Services, supports the delivery of City programs and services by providing fleet management, maintenance, and operator training services. The department is also responsible for the Central Stores, Salvage, and Fuel Programs and management of the City's Towing Compound.

- Human Resources – The Department led by the Director – Human Resources, as strategic partners and innovative leaders, Human Resource's purpose is to guide and support the organization in attracting, optimizing, and retaining the high-performing workforce needed to achieve organizational goals. The Department focuses on the four key strategies of performance, talent, learning & development, and leadership & culture, and provide six core services: Labour Relations, Total Rewards, Organizational Development, Payroll, HR Information Management, and Healthy Workplace.

- Information Technology Services – The Department, led by the Director – ITS, provides leadership in business technology planning, using technology to enhance business processes and identifying new technology opportunities. The Department coordinates the selection, implementation, operation, and support of information technology and computerized applications used by the City. Other core services include the integration, sharing and security of data, as well as corporate telecommunications, printing, and mail delivery.

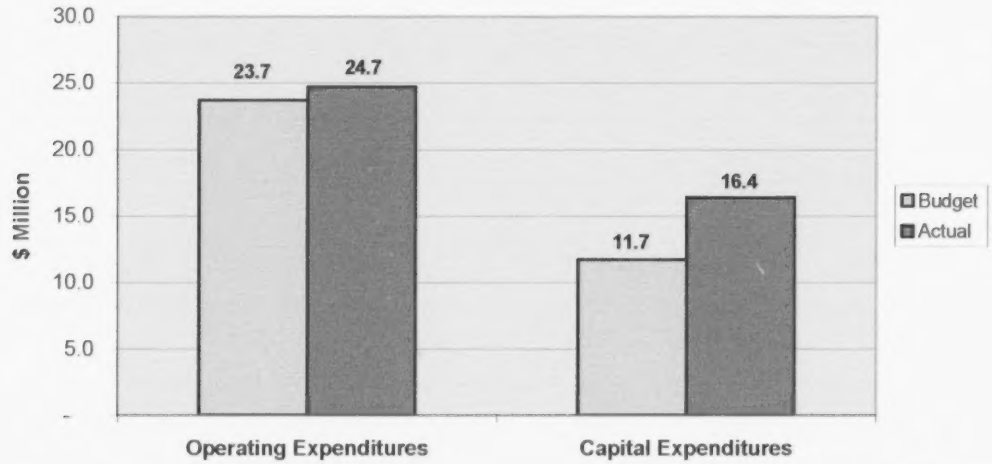
- Pensions and LTD – This business area reports to, and provides administrative services to several Pension and Long Term Disability Plans (LTD), which serve the City of Regina as well as other employers. This business area is funded through pension and long-term disability plans, and maintains a working relationship between the Plans' Administrative Boards and the Corporate Services Division.

Key Facts

- 74% of the total operating expenditures of this Division result from staffing related costs.
- Facilities Management Services supports more than 220 buildings and almost 400 additional structures that range from recreational, administrative, and operational buildings to spray pools, bus shelters, and park structures.
- The Finance Department is responsible for procurement, payments, and provides utility bills to almost 63,400 households within the City. Finance delivers the audited Financial Statements and develops the Operating, Capital and Utility budgets each year
- Fleet Services manages and maintains about 1,000 vehicles within the Civic fleet, manages vehicle assets in the Transit and Fire fleets, and annually delivers more than 300 operator training sessions attended by more than 1600 employees. The Supply Services branch maintains an inventory of more than 8400 different items to support City operations.
- Human Resources support 288 client Managers and Supervisors, plus coordinators, team-leads, crew-leads, with managing and optimizing their Human Resources, encompassing more than 2,500 permanent, casual and seasonal employees. HR also supports employees directly in areas such as Benefits Administration and Compensation, and Payroll, and provides payroll services to several external, City-affiliated agencies.
- ITS supports 1,550 City staff, who utilize over 70 different business applications through a state-of-the-art network connecting 60 City facilities.

2010 Highlights

Financial Performance



Operational Highlights

Corporate Services remains focused on becoming a leader within the municipal sector and the following highlights from 2009 demonstrate this commitment:

- Contemporary Office Space – In 2010, Facilities Management Services created a cross divisional project team to create a Renovation Prioritization Process. The entire organization requires upgraded office space. There is not enough money to be able to upgrade all areas at the same time, so the approach to renovations needs to be progressive. The decision about where to renovate next is a critical choice that needs to consider many factors. The process to make that decision has to be acceptable to people across the organization, it has to be flexible and it has to provide for an effective solution corporately that is fair to the employees. The cross divisional team worked to develop a decision making framework and evaluation process. They toured the various office spaces around the organization and applied the decision making criteria to determine which office space should be upgraded next. In 2011, the second floor of City Hall will be renovated. The criteria will provide for good decision making on renovation priority for the foreseeable future.

- New #4 Fire Station - After more than five years of planning, design and construction a contemporary 11,000 square foot Fire Station with leading-edge technologies and features replaces the oldest fire station in the city. The new station is twice the size of the old station and will use less energy. The fire halls' new location adjacent to the Pasqua Hospital provides good access to major roadways like Dewdney and the Lewvan. Better location means better service to residents. The focus is to continue to serve the North Central area, but access is now better to Rosemont, Dieppe, Mount Royal and McNab communities as well as to the airport and Evraz Place/Mosaic Stadium for response to major events. The new station includes individual dorms and washrooms and can accommodate both male and female firefighters. The building was designed to withstand many types of weather and environmental situations, which is essential in an emergency. Fire halls never close so it's imperative that the building operates in the most energy efficient manner. Features such as exterior sunscreens, which allow solar heat gain in the winter and shading in the summer, in-floor heating with high-efficient boilers, solar water heating, energy efficient lighting and other initiatives help make the

building both cost effective and environmentally friendly. Number four fire station is the most energy efficient municipal building in Regina and one of the greenest fire stations in Canada.

- Facility Condition Index - In 2008, Facilities Management Services completed Facility Condition Assessments on 32 key buildings, comprising 900,000 square feet of corporate space to initiate a program to consistently and accurately document the current condition of corporate facilities and develop an information data base to support capital and operating budget preparation and work planning. In 2010, Facilities Management Services completed the condition assessments on the remaining assets in our portfolio (172 buildings or 1.5 million square feet). The Facility Condition Index will be an input as we build a corporate facilities strategy; will assist in building a 5 year capital plan; assist with the implementation and management of a Preventative Maintenance Program and provide a basis for a sustainable funding program to support the long term care and maintenance of our buildings. The Facility Condition Assessments provide a point in time evaluation of civic buildings. The program will be developed over the longer term to provide updated assessments on a regular basis (each building assessed once every five years) to ensure the validity of the information.

- In May of 2009, the Parks and Open Space Department and the Facilities Management Services Department moved into a brand new building at 1430, 4th Avenue. This new building provides for contemporary office space where the administration for two departments, together with associated departments (a total of five departments) work together in one building, providing service to the community. The development of the new space and the associated working relationships embody many of the characteristics of the "New Public Organization" and foster collaboration, innovation, enhanced communication in a decentralized, non-departmental form. The office space in the new building was designed using the Contemporary Office Space guidelines that were approved and implemented in the summer of 2009, and that will be the basis for future renovations in the organization. This new facility was designed and build to LEED silver standard.

- In 2008 Facilities Management Services completed Facility Condition Assessments on 900,000 square feet of corporate space (35 facilities) to initiate a program to consistently and accurately document the current condition of corporate facilities and develop an information database to support capital and operating budget preparation and work planning. The work in 2008 was so successful that in 2009 Facilities Management Services undertook a program to review the rest of the inventory and build a preventative maintenance program for the entire portfolio. The outcome of this work will include current, comprehensive, corporate data that will enhance work planning and budgeting and provide decision makers with the information they require to understand and appropriately invest in corporate facility assets.

- In 2009, the Saskatchewan Roughriders averaged more than 30,000 fans per game and held the Western Final playoff game at Mosaic Stadium at Taylor Field for the first time in 33 years. The City of Regina continues to support the feasibility study for a new provincial entertainment facility in Regina and will respond with appropriate plans for Mosaic Stadium pending the outcome of the study.

- Following the release of the Hay Group's HR Strategic Review in December 2009, the Human Resources Department re-defined its purpose and core strategies, re-structured and completed the first-stage transition of 2/3 of its staff into new roles, and introduced Client Service Teams.

- HR introduced the concept of performance-based hiring into the organization, providing initial training to approximately 35 managers to date.

- The first 22 participants, representative of all five Divisions and the OCM, started the Foundations of Management & Leadership courses in fall 2010, the initial program of what will become the corporate Management & Leadership Development Program (MLDP). HR will also launch a performance management series and a new manager orientation in Q4.

- For the first time, employees of the City have access to on-line registration for learning events.

- Early in 2010, hiring managers had access to electronic recruiting software to improve recruitment and hiring processes.

- The Fleet Services Department implemented a new internal fleet lease-billing model in 2010. The benefits include more predictable fleet costs for operating departments, increased visibility and accountability for damage costs, and it provides a more stable revenue stream.

- The Fleet Services Department continues to implement the recommendations of the GreenFleet Report to minimize the negative environmental impacts of the City's vehicle and equipment fleet. More hybrid vehicles were added to the fleet, and discussions were completed with the Province regarding cost sharing of a hybrid refuse truck using hydraulic launch assist technology, with the Province agreeing to provide funding of $300,000 towards the total cost of $400,000.

- In the fall of 2009, a consulting firm was engaged to conduct a strategic review of the delivery of fleet services and recommend a service delivery method that will improve the efficiency and effectiveness of the delivery of fleet services across the organization. The consultant's report was received in early 2010. The key conclusion was that the provision of fleet services to the organization could be improved by replacing the current decentralized fleet management model with one that centralizes asset management and governance responsibility and retains maintenance operations in current locations but reporting to a central fleet organization. Implementation of the new model will be carried out in two phases. Phase One, which is scheduled for completion by the end of 2010, focuses on centralizing all fleet asset management functions in Fleet Services while leaving the Transit and Fire maintenance garages reporting to their respective departments. Phase Two, which will begin in early 2011, will complete the implementation process by transferring responsibility for the Transit and Fire garages to Fleet Services. Completion date for Phase Two has not been determined at this point.

- In 2010, a new Fleet Governance Framework was developed and approved. The new framework will help guide decision making related to the provision and management of fleet assets and services to the organization. The framework establishes a clear mandate and authority for all Fleet decisions, provides central oversight and clear accountabilities for management of the City's fleet assets, clarifies roles and responsibilities of all persons or entities involved in governance, engages stakeholders directly in decision making, encourages the development and use of leading fleet management practices, and will improve stakeholder confidence and trust.

- A five-year Funding Sustainability and Equipment Modernization Strategy was developed for the Transit and Fire fleets. When completed, the replacement of Transit and Fire fleet vehicles will be fully funded by a dedicated reserve, and the average age of both fleets will be reduced to accepted industry guidelines.

- The City's existing Information Technology governance framework was reviewed, revised and implemented. This included ensuring that accountability and responsibility for all technology decisions was properly placed, and IT Guiding Principles were developed to direct activities and priorities.

- A business case for reviewing core business processes and enabling them with technology was developed, and been approved. The 4-year Business transformation program will begin in early 2011.
- The Work and Asset Management System was upgraded to take advantage of new functionality. This includes better linkage with GIS technology, improved asset maintenance features, and improved performance management functionality, which enables better overall management of City assets.

- Global Positioning System (GPS) and Automatic Vehicle Location (AVL) communications technology was implemented in the Roadways Operations road maintenance vehicle fleet, enabling live viewing and historical analysis of vehicle location and sensor information (indicates distribution or movement of materials – sand, snow, asphalt, paint, and dirt). The availability and analysis of this data provides the opportunity to make improvements to road maintenance operations by working smarter, working better and getting more done.

- Enhancements made to the City's Ticket Tracer application will better enable the City to collect on outstanding parking tickets, resulting in additional revenue for the City. This includes the ability to flag, tow, impound and place a lien on a vehicle that has outstanding parking tickets.

- The upgrade to the Tax Transaction Management system eliminated time consuming manual intervention of tax transactions and provides adherence to simple interest calculation methods. The upgrade increased efficiency and increased our level of Customer Service by simplifying the process, while making it easier for taxpayers to understand.

- Utility Billing System was upgraded to increased efficiencies with newer technology allowing processing to be done in a shorter period. The upgrade included new system functionality to enable proration of bills during periods of rate change.

- Regina.ca was given a facelift incorporating the new Brand along with the new Infinite Horizons website. Infinite Horizons' focus is on bridging the City of Regina with Regina Regional Opportunities Commission, Regina and District Chamber of Commerce, Regina Warehouse District, and Regina Downtown.

- Web mapping technology allows for citizen access to up-to-date 'as-it-happens' data by way of on-line interactive maps such as the Winter Road Maintenance map and Construction location map. Many more possibilities in the future include a Cultural Map.

- Regina.ca now facilitates online application for all City of Regina job postings. The system allows candidates to set up their employment profiles and submit applications for positions from the comfort of their own home. The system can notify them of new job postings via their personal email account.

- Core network switches were upgraded to accommodate future business needs for voice and video services.

- Corporate data storage capacity was increased to accommodate data growth, and started implementing changes to improve backup and recovery.

- Continued to implement fixed broadband wireless by co-locating the City's wireless equipment on existing towers owned by other wireless service providers. This conforms with Industry Canada requirements reducing the number of towers on the City landscape and minimizing any negative impact on health and property values.

- Financial Services is the lead in implementing the capture and reporting of the Public Sector Accounting Board (PSAB) requirements for tangible capital assets. Over $1.5 billion in City assets have been classified and reported for the first time in the City's 2009 Financial Statements. The City will report on the complete stock of tangible capital assets and amortization in the financial statements to demonstrate stewardship and the cost of using those assets to deliver programs and provide services.

- The City of Regina implemented a new budget process for the 2010 budgets. Corporate business planning has provided strategic direction for operating and capital investments and a shortened budget cycle was integrated with the planning cycle to maximize input from the Public and City Council further refine strategic focus. The new process has enabled greater engagement from our Operating Divisions while increasing transparency.

Strategic Priorities

Corporate Services focus for the next two years is to achieve a solid foundation to set the stage to effectively support our customers in the short and long term. This means the Corporate Services division has confidence it can meet the basic service standards, including minimum levels of certification and asset management. City assets are protected and safe and core business functions are defined and understood, and core processes are documented. Corporate Services will achieve this solid foundation through:

- investing in people,
- investing in technology,
- improving and integrating processes,
- improving governance and stewardship; and,
- defining and managing service expectations.

The 2011 Divisional Budget provides the resources to deliver these results and is summarized as follows:

Strengthen City Infrastructure and Manage Assets

Our Key Areas of Focus

Corporate

- Development of a long-term Corporate Facilities Strategy, including a preventative maintenance program, revitalization plan for current facilities and a strategic approach to Facilities program management and the development of new facilities.
- Undertake an assessment of the financial system and HR system challenges that exist in the corporation.
- Lead or provide support to a number of corporate projects including
- Fleet Centralization

Our Outcomes

- Effective financial management.
- Revitalized facilities.
- Effective fleet management.

Ensure Organizational Capacity & Effectiveness

Our Key Areas of Focus

Corporate

- Continue to support corporate organizational capacity in the operating divisions' organizational structure changes and the delivery of new projects and programs.
- Communicate to the operating divisions Corporate Services' role and responsibilities, service levels, performance measures, and customer satisfaction measures.

Divisional

- "Create a solid foundation" – address the significant staff shortage throughout the Division.
- Identify and implement organizational structure changes within Corporate Services to respond to changing and growing demands on Corporate Services' service provision
- Establish and document basic policy, procedures, and processes to ensure consistency, clarity, and stability for the division and organization.

- Document a Corporate HR Strategy and implement the recommendations set out in the HR Strategic Review.
- Completing the actions set out in the department business plans that align with the Corporate Strategic Plan and the Division Business Plan.
- Development of the Business Transformation strategy and roadmap.

Our Outcomes
- Appropriately skilled and knowledgeable employees.
- Engaged employees, supervisors and managers.
- Appropriate and efficient information technology tools in a secure environment.

Manage Growth and Community Development

Our Key Areas of Focus

Corporate
- A comprehensive community Development Plan that identifies the City's level of support to community organizations and the level of responsibility and involvement in social programming.

Divisional

- Provide ongoing support and services to the operating divisions in the daily operations and the delivery of the new projects and programs.

Our Outcomes
- A compact urban form and sufficient supply of land for future growth.
- Optimization of existing infrastructure capacity.
- A consolidated approach to providing community investments.

Achieve Operational Excellence

Our Key Areas of Focus

Corporate
- Develop and implement process and program improvements, which will increase our focus on customers, establish common understanding of business objectives and priorities, improve our capacity to work smarter and be better positioned to assist operating divisions achieve their business objectives.
- Continue to support programs and services that meet the needs of the community.

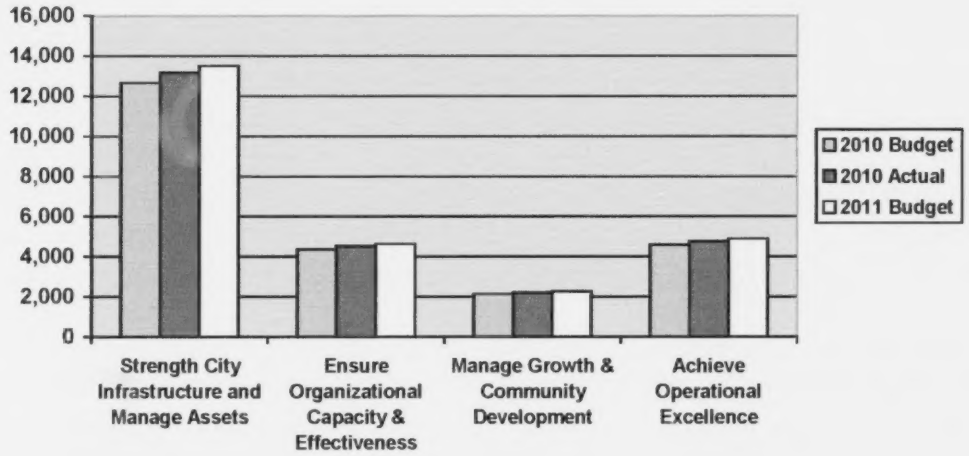
Divisional
- In partnership with Service Regina, re-develop the main floor of City Hall to provide a high quality, seamless and consistent approach to in-person service delivery to visitors to City Hall and improve security for employees, customers and assets.

Our Outcomes
- Increased customer awareness and involvement.
- Increased customer satisfaction.
- Efficient, customer-focused processes.

Operating Expenditure Summaries ($000's)

To achieve the City's Strategic Priorities, the Corporate Services Division has estimated its total allocation of operating budget (including the Costing Fund) as follows:

By Strategic Priority



In a more traditional format the Corporate Services Division has summarized its operating budget as follows:

By Business Unit

				Budget Change	
Expenditures	2010 Budget	2010 Actual	**2011 Budget**	Dollar Change	Per Cent Change
Administration	763.1	733.6	**667.9**	(95.2)	(12.5)
Facilities Management Services	4,386.1	4,280.1	**4,602.3**	216.2	4.9
Financial Services	5,677.2	5,723.1	**5,876.3**	199.1	3.5
Human Resources	5,010.3	4,757.5	**5,602.5**	592.2	11.8
Information Technology Services	7,031.7	8,230.7	**7,522.0**	490.3	7.0
Fleet Services[1]	748.6	854.3	**907.8**	159.2	21.3
Pensions & LTD	104.1	94.6	**101.5**	(2.6)	(2.5)
Total	23,721.1	24,673.9	**25,280.3**	1,559.2	6.6

Note:
1. The large increase in Fleet Services budget is due to a transfer of the Training & Safety budget from the Costing fund.

By Expense Object

Expenditures	2010 Budget	2010 Actual	**2011 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Salary & Benefits	17,339.0	16,166.3	**18,415.0**	1,076.0	6.2
Employee Related Payments	411.1	323.6	**423.0**	11.9	2.9
Office & Administrative Expenses	1,752.9	1,987.1	**1,974.0**	221.1	12.6
Professional & External Services	2,085.1	2,071.2	**2,204.2**	119.1	5.7
Materials, Goods & Supplies	267.6	320.8	**269.3**	1.7	0.6
Other Expenditures	772.4	777.4	**841.6**	69.2	9.0
Transfer to a Reserve	294.8	2,060.4	**394.8**	100.0	33.9
Intra-Municipal Services	798.2	967.1	**758.4**	(39.8)	(5.0)
Total	23,721.1	24,673.9	**25,280.3**	1,559.2	6.6

Costing Fund

The Corporate Services Division provides service to other Divisions that are charged out to their operating budgets. On a stand-alone basis, these costs are reflected as follows:

Expenditures	2010 Budget	2010 Actual	**2011 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Facilities & Energy Management	6,086.4	6,327.1	**6,218.7**	132.3	2.2
Fleet Services	16,583.7	20,865.1	**17,518.4**	934.7	5.6
Information Systems	1,472.9	2,245.4	**1,516.8**	43.9	3.0
	24,143.0	29,437.6	**25,253.9**	1,110.9	4.6

Staff Complement

Full Time Equivalents (FTE's)	2010	2011
Permanent	308.1	317.1
Casual	30.1	34.0
Total	338.2	351.1

Analysis of Operating Expenditure Budget Changes

Details		($000's)
2010 Budget		23,721.1
1.	Salaries and Benefits - Includes cost changes resulting from in-range progression increases, classification reviews and employer benefit costs. (Base)	234.2
2.	Base Price Increases	227.2
3.	Increase in the transfer from operations to Employer Provided Parking Reserve to reflect the new parking rates. (Base)	140.0
4.	Maintenance of wireless hardware that is being implemented in the point-to-point wireless project. (Ongoing)	20.0
5.	Maintenance contracts for support for various existing and new applications and tools implemented in 2010. (Ongoing)	199.0
6.	To establish ongoing funding for wireless co-location fees resulting from the point-to-point wireless project. (Ongoing)	60.0
7.	One Time resources from 2010 due to MOG shortfall are now moving to ongoing funding for Security Analyst (1.0 Permanent FTE), Technical Support Specialist 1 (1.0 Permanent FTE), Project Leader (1.0 Permanent FTE) and Project Administrator (1.0 Permanent FTE)	307.0
8.	Payroll Officer 1 (1.0 Permanent FTE) - this position will assist in the ongoing entry of payroll, additional resources required due to high volumes of work. (Ongoing)	48.2
9.	Douglas Park/Leibel Filed Operation (0 4 Casual FTE) - Operating funding required in order to support the Douglas Park/Leibel Field Upgrades project and is for the utilities, infrastructure maintenance and artificial turf upkeep. (Ongoing)	42.5
10.	2 - Human Resources Associate (2.0 Permanent FTE), HR Admin Support (1.0 Permanent FTE) - based on recommendations of the HR Strategic Review and to respond to current & emerging client needs. (Ongoing)	164.6
11.	Increase in audit/actuarial/banking fees. (Ongoing)	57.5
12.	Facilities Administration Co-ordinator (1.0 Permanent FTE) - this position will provide support to Facilities initiatives through the Building Services Branch. The annual cost of this position is $61,600 the majority of which has been offset by a reallocation of existing budget funding. (Ongoing)	0.6
13.	Utility Costs for new Fire Station #4 - Operating utilities funding required due to the construction of a new #4 Fire Station that will become operational at the end of 2010. (Ongoing)	20.0
	Weekend Coverage for Neighbourhood Centres (0.65 Casual FTE) - casual caretaking staff for clean ups following program activities that take place on weekends. (Ongoing)	35.0
14.	Accommodation of new contract to provide the security and administration involved in the operations of the City's towing compound on a 24/7/365 basis. (Ongoing)	162.0
15.	Remove 2010 Specials.	(425.0)
16.	Employee Engagement Survey - this has become part of our regular business process and is a tool to help achieve Council's vision and the organization's goal to become the best run municipality. (One-Time)	80.0

Details		($000's)
17.	Leadership Program - Funding to support and continue Management & Leadership Program (MLDP) design and development activities in 2011. (One-Time)	155.0
18.	Payroll Officer II - In anticipation of a retirement in 2011 of the only person capable of running the year end process, this one time funding will allow for shadowing, learning & documenting the year end process to provide for succession planning. (One-Time)	54.0
19.	HR Admin Support and HR Support Benefits Officer - based on recommendations of the HR Strategic Review and to respond to current & emerging client needs. The annual cost of this initiative of $100,300 has been partially offset by a reallocation of funding within the existing budget of another Division. (One-Time)	11.8
20.	Manageable Reductions.	(50.1)
21.	Efficiency reductions and allocated costs to other departments.	15.7
2011 Budget		25,280.3

Note:
Base request funding – represents an increase in cost necessary to maintain current service levels.
Addition request funding – represents expenditures that would be ongoing past the current budget year.
One-time request funding – represents one-time expenditures for the current budget year.
Manageable Reductions – represents controllable and sustainable cost savings

Capital Investment Program

To achieve the City's Strategic Priorities the Corporate Services Division has estimated its total allocation of capital investments according to both Strategic Priority and functional Business Unit as follows:

Strategic Priority

				Budget Change	
Expenditures	2010 Budget	2010 Actual	**2011 Budget**	Dollar Change	Per Cent Change
Strengthen Infrastructure & Manage Assets	10,012.0	14,042.6	**13,697.0**	3,685.0	36.8
Ensure Organizational Capacity & Effectiveness	1,560.0	2,188.0	**1,963.0**	403.0	25.8
Manage Growth & Community Development	-	-	**540.0**	540.0	-
Achieve Operational Excellence	145.0	203.4	-	(145.0)	-
Total	11,717.0	16,434.0	**16,200.0**	4,483.0	38.3

Business Unit

				Budget Change	
Expenditures	2010 Budget	2010 Actual	**2011 Budget**	Dollar Change	Per Cent Change
Facilities Management Services	5,469.0	6,791.7	**1,350.0**	(4,119.0)	(75.3)
Fleet Services	4,624.0	8,492.7	**12,987.0**	8,363.0	180.9
Information Technology Services	1,624.0	1,149.6	**1,863.0**	239.0	14.7
Total	11,717.0	16,434.0	**16,200.0**	4,483.0	38.3

Note:
1. The fire and transit fleet replacements prior to 2011 were reported in the Community & Protective Services.

Summary of Capital Investments

	Details	(000's)
	Facilities Management Services – Major Projects	
1.	Corporate Services –Major project in Corporate Services includes upgrades to Mosaic Stadium to keep the facility in a reasonable state of repair to allow current programming to continue effectively. It includes the recreation facility plan for program elements/recreation facilities at WH Ford Park. It also includes funding for new furniture and space to accommodate new positions funded through the operating budget.	390.0
2,	Community & Protective Services – The Emergency Operations Centre from the Regina Police Service Headquarters to the Fire & Education Training Centre due to the current location becoming unavailable in the winter of 2011. A Parks and Open Space depot will be designed and constructed in Harbour Landing.	735.0
3.	Asset Revitalization & Sustainability – This is funding for the regular maintenance of all facilities to ensure safety of occupants and long-term use and preservation. Other projects within this category include upgrades to chlorine handling and storage locations and cemetery and golf course facility improvements.	225.0
	Fleet Services	12,987.0
4.	In 2011, 71 civic fleet vehicles and mobile equipment units will complete their economic life. In addition, the fire fleet will require replacement of 1 pumper, 2 fire trucks plus equipment and 2 support unit replacements and the transit fleet will replace 8 transit buses and 6 Paratransit buses 2 Quints/Fire Trucks including outfitting. Replacement of these units will preserve an acceptable average fleet age and maintain acceptable vehicle availability, safety, reliability, productivity, and maintenance costs.	
	Note: the fire and transit fleet replacements prior to 2011 were reported in the Community & Protective Services.	
	Information Technology Services	
5.	Business Applications – In 2011, the following business applications will be upgraded or implemented: Cashier, HR-VIP (payroll), Permit Application Inspection Information Database, Open Data – GIS, Oracle Licensing and the IT Business Transformation project focused on improvements to the City's core enterprise applications. This project will leverage the existing Oracle eBusiness Suite (Financial & Purchasing) with inclusion of budgeting system replacement, Asset Management (TCA), and replacement of the HR/Payroll System.	1,508.0
6.	Supporting Infrastructure – In 2011, the technology infrastructure will focus on two main improvements: Infrastructure Catch-up and Software Compliance. The Infrastructure Catch-up project is required to upgrade key components of the City's information technology infrastructure that have become obsolete.	355.0
	2011 Budget	16,200.0

Planning & Development Division

Mandate

"We provide a long-term comprehensive approach to planning, engineering and development processes to ensure the efficient use of land and community infrastructure in creating a city that reflects Council's Vision and the goals of Regina residents. Specifically, the Division encompasses land use, neighbourhood, transportation and infrastructure planning, long-range capital planning, development review, building permits and inspection and real estate services."

Overview

The Planning and Development Division is primarily focused on managing growth, development and the provision of infrastructure, which is responsive to the needs, and aspirations of the community. The Division is organized into the following functional areas:

- Planning and Sustainability – This Department, led by the Director and consisting of four Branches – Building Standards, Development Review, Comprehensive Planning, and City Centre – is responsible for preparing and maintaining the Official Community Plan (OCP) to guide the future growth of Regina, and the implementation of the OCP through zoning, subdivision approval and building permitting and inspection processes. The Department is responsible for regulation of zoning and building standards compliance and administers housing, heritage and sustainability programs to enhance quality of life. The planning process is collaborative and responsive to the community, and dedicated to guiding development in a manner, which is cost effective in its demand for infrastructure, achieves a high quality of life, provides housing choice, and is sustainable.

- Development Engineering – This Department, led by the Director, consists of two branches – Technical Services and Infrastructure Development. The Technical Services Branch manages infrastructure related activities to provide City-wide services. These activities include coordination of development, infrastructure renewal and capital construction; provision of geomatics and drafting services in support of construction programs, maintenance of infrastructure assets database, and liaison with utilities, and other outside agencies. The Infrastructure Development Branch is responsible for long-range infrastructure planning, design and construction, as well as the review and approval of new development. The Infrastructure Development Branch also manages development policies and programs related to standards, specifications, and fees.

- Assessment and Property Taxation – The Assessment and Property Taxation Department is responsible for assessment, property tax administration, and real estate services within three branches. The Assessment Branch is responsible for assessing all properties in accordance with *The Cities Act* and the assessment manual and board orders adopted by the Saskatchewan Assessment Management Agency. The Property Taxation and Administration Branch is responsible for the administration of property tax revenues including billing and collections, local improvement and special levies and assessment administration including notices, market data and surveys, property ownership and school support records. There is a province wide reassessment every four years mandated by provincial legislation. The data collection and verification work for the 2013 reassessment is already underway The Real Estate Branch provides the City of Regina with all required real estate services, including industrial land development, the purchase or lease of properties when needed for City operations, the sale or lease of City-owned properties, disposition of properties taken under the tax enforcement process, acquisition of easement rights, and the provision of real estate information and services to local developers, real estate agents and City residents. A review of real estate services was conducted in 2009 and improvements are being implemented over 2010 and 2011.

Key Facts

- Currently, the City provides over $1 million per year in tax exemptions to promote housing development through the Neighbourhood Building Blocks housing incentive programs. In 2010, 32 properties qualified for exemptions under the Housing Incentives Program. In total, 341 housing units received exemptions to stimulate housing development.

- The City funds affordability and sustainability initiatives in housing through the Social Development Reserve. In 2010, $265,000 is expected to be contributed to Saskatchewan housing projects, in addition to a minimum of $500,000 for non-profit developments.

- Through zoning and building permit processes, the Division directed a record of over $400 million worth of new construction in Regina in 2010 to achieve community development objectives.

- Approximately 20 zoning bylaw amendments and 30 discretionary use applications were processed through Regina Planning Commission and City Council in 2010.

- Over 30 subdivision applications were approved in 2010 resulting in new sites to accommodate development in a climate of sustained economic growth. As well, 20 lot severance applications were approved in 2010.

- Responses were given for 35 development application referrals from the RM of Sherwood.

- Forty-nine applications for development appeals were processed through the Development Appeals Board in 2010. This number has decreased from 57 in 2009 because of changes to the criteria for minor variances. There were 29 minor variances approved in 2010, as compared to 9 approved applications in 2009.

- There were 539 commercial permits reviewed for zoning and landscape compliance in 2010. Commercial permit activity is expected to remain strong into 2011.

- Over 170 permanent sign permits were processed in 2010 and 590 portable sign permits were issued.

- Implementation of the Regina Downtown Neighbourhood Plan is underway through the commencement of such projects as City Square Plaza Space. Other major construction projects that were coordinated and initiated throughout 2010 include the conversion of 11th and 12th Avenues and the 1800 blocks of Lorne and Cornwall to two-way traffic, the movement of the transit transfer point to 12th Avenue, temporary Farmers' Market relocation to the 1900 blocks of Smith and McIntyre Streets, and Albert Street and Victoria Avenue sidewalk reconstruction and landscaping. The plan will become a bylaw in early 2011, including new zoning regulations through the implementation of a direct control district.

- Construction of Grasslands, a commercial development in Harbour Landing, will continue in 2011.

- The first Global Transportation Hub warehouse building was reviewed and approved and construction is expected to be substantially complete for water, wastewater and drainage services associated with this development.

- Heritage-related activities in 2010 include providing direction on development applications and approvals for 17 projects, and providing support for 7 provincial and municipal heritage initiatives.

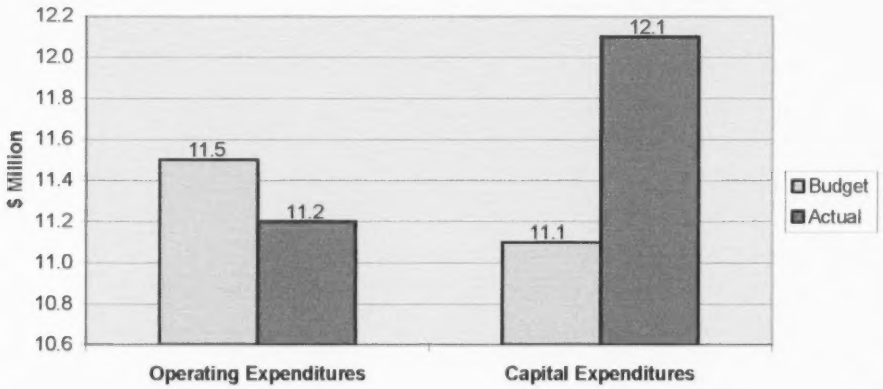
- In 2009, City Council approved the Sky View and Lakeridge Addition concept plans, which will guide development of approximately 50 hectares of land in north Regina. In addition, the Planning and

Development Division continues its review of a concept plan for the area north of the Argyle Park/ Englewood communities. This plan is expected to be forwarded to Regina Planning Commission in 2010. The plan will guide development of approximately 175 hectares of land.

- A concept plan review was completed for the area north of Argyle Park. This area consists of a mix of commercial and residential land uses, which is projected to house an additional 4,000 residents upon completion.
- Over 65 hectares of new development was approved and managed through 14 new servicing agreements.
- Thirty-four Construction Completion Certificates and four Final Acceptance Certificates were issued.
- 94.8% of the total operating expenditure of the Division results from staff related costs. Our product is information used to leverage all development activity in the City in a manner intended to align with and achieve community objectives.

2010 Highlights

Financial Performance



Operational Highlights

- Approximately 2,300 building permits were issued for a record of over $400 million worth of construction. In 2011, a similar level is expected.
- Background research has been initiated for the Official Community Plan review. The Population Projection Report was completed in June. Several other studies are in preparation, including a labour force study and a land demand study. These studies establish the basic parameters for consideration in the Official Community Plan development.
- The first project using the new urban design guidelines in the Regina Downtown Neighbourhood Plan, Capital Pointe, was reviewed and approved by City Council in 2009. Construction is expected to start in 2011. Additional downtown development proposals, including Gardens on Rose, Hill Tower III, and an office tower on the corner of Albert Street and 11th Avenue, were approved in 2010, with more to follow in 2011.

- Alternative transportation initiatives saw success in 2010. For the third year, Regina ranked first in its size category in the national Commuter Challenge. It also was named one of the top cities overall in terms of the number of participants. As well, Regina placed first in the carpool.ca Rideshare promotion in October by having the greatest participation in the Pledge to Pool program, ahead of other western cities including Calgary and Kelowna.

- A Secondary Plan was prepared and approved for a new industrial area, the East Regina Industrial Lands, which covers 320 hectares east of Ross Industrial. The Secondary Plan establishes high level land use policy for the area. Preparation of the plan was a collaborative process with the private developer that set the stage for the review and processing of more detailed plans.

- The preparation of the West Industrial Lands Secondary Plan is nearing completion, The study area, comprising 1,300 hectares in the most westerly part of the city, includes policies to guide the development of the GTH and other land holdings in the area. The plan is the result of extensive consultation with property owners, developers, and a variety of other stakeholders.

- The Condominium Conversion Policy Review was initiated in June 2010, following the decisions made on outstanding applications. The process, which involves extensive research and consultation, is expected to be completed in early 2011.

- Activity continues in design and tender and/or review, approval, and construction of major transportation and utility projects that support residential, industrial, and commercial growth in the City, including the residential subdivisions of Harbour Landing in the Southwest and the Greens on Gardner and the Creeks in the Southeast, and the GTH industrial subdivision located immediately west of the city.

- An EMME/3 Transportation Model update was initiated which will be a key component in the creation of a Transportation Master Plan. In addition, the Citywide Wastewater serviceability study and Northeast Sector Serviceability study are underway. These studies will be used in the development of the City's Official Community Plan.

- Through consultation with the Regina and Region Home Builders Association, a new Servicing Agreement Fee (SAF) Policy was adopted, which sets the 2011 SAF Rate. An updated Site Levy Bylaw was completed.

- There were 830 survey requests and 350 drafting requests and GIS records for 16,700 underground assets were established or modified. Development Engineering also assisted in the registration of 150 plans and easements, administered 160 new water/sewer connections and sidewalk crossings, inspected 45 sites during construction, and located services for developers, builders and utilities approximately 400 times.

Strategic Priorities

Planning & Development Division is the City's lead Division in the planning and management of the City's growth. The functions o the Division as they relate to growth can be described as "dirt to dollars" – ability to take land (dirt) through the planning, design, development, and building process to assessment and finally taxation (dollars).

In a municipality where the size and needs of the population are in flux, this approach allows Planning & Development to drive strategic development through innovative tax policies and realize revenue that can be directed into buildings and sustaining public services. The City's approach to comprehensive planning is holistic, it looks at the physical, economic, environmental, social, and cultural developments of the City and focuses a wide-angle lens on the community that is in the process of being planned and built.

The Division's role in the development process begins with the establishment of a hierarchy of comprehensive policies, strategies, and plans to manage the growth of the City. The top most plan is the Official Community Plan (OCP) that addresses City and city-wide policies. The OCP is the adopted official statement of the City for future development and conservation. It sets out goals; analyzes existing conditions and trends; describes and illustrates a vision for the physical, social, economic, and cultural characteristics of the community in the years ahead; and outlines the policies and guidelines intended to implement that vision. An OCP addresses a broad range of interrelated topics in a unified way, and identifies and analyzes the important relationships among the economy, transportation, community facilities and services, housing, the environment, land use, human services and other community components. It does so on a community-wide basis and in the context of the broader region.

The 2011 Divisional Budget provides the financial resources to deliver these results and is summarized as follows:

Strengthen City Infrastructure & Manage Assets

Our Key Areas of Focus

Corporate

- Complete appeals arising from the 2009 reassessment
- Data collection and verification in preparation of the 2013 Reassessment Complete Reassessment 2009 and in subsequent years as legislated by the Provincial Government.

Divisional

- Update and integrate data systems (existing and in-development) across the Division, working toward automation, improvement of workflow processes between work units, improved data sharing, using GIS to its full capability, linking the new Permit Application Inspection Database (PAIID) to the current TAS system, and managing data origin.
- Review and revise, where necessary, standards and specifications.
- Annual review of Servicing Agreement Fee Rate.
- Undertake tax exemption policy review.
- Implement Planning & Sustainability Fee and Operational Review.

Our Outcomes

- Effective financial management.
- A responsive, diverse, well-managed open space system that includes parks, pathways, the urban forest, and landscapes.
- Reliable water, wastewater, storm, and roadway infrastructure.
- Revitalized facilities.
- Effective fleet management.
- Rigorous data and monitoring of key performance indicators.

Ensure Organizational Capacity & Effectiveness

Our Key Areas of Focus

Corporate

- Documentation and review of core business processes to identify areas for improvement, clarify roles and responsibilities, eliminate duplication of work, and understand the relationships between the various branches and departments involved in the processes.

Divisional

- Implement the recommendations of the review of real estate services to ensure the real estate portfolio management of the City's properties are done in the most effective way possible.
- Identify proactive means of preparing for and reducing, future vacancies including succession planning, recruitment strategies and retention strategies (including orientation and mentoring).
- Develop succession plans to ensure retention of corporate knowledge in the event of resignations or retirements.
- Under the Contemporary Workplace Strategy, focus on activities related to training and team building.
- Implement Planning & Sustainability Fee and Operational Review.
- Implement the PAIID project.

Our Outcomes

- Improved business plans and models.
- Effective performance measurement and performance management.
- Skilled, knowledgeable and engaged employees, supervisors and managers.
- A representative workforce.

Manage Growth & Community Development

Our Key Areas of Focus

Corporate

- Initiating and completing the initial phases of the Official Community Plan Review in support of a completion of the review by 2012 as identified in *Image Regina 2020: Accelerating Excellence*.
- Developing a Transportation Master Plan that provides for the effective and efficient movement of people and goods, considers all modes of transportation including vehicular, bicycle, transit, and pedestrian.
- In conjunction with the Public Works Division, completing three city-wide serviceability studies (water, wastewater, and storm water) to identify the capacity in each system, plan for the upgrading and maintenance of existing infrastructure and identify infrastructure requirements for new growth.
- Providing sound land use, transportation and infrastructure planning for major projects such as the Global Transportation Hub, new neighbourhoods and other key economic development projects in a time-sensitive manner that ensures sustainable development while facilitating economic growth.

Divisional

- Develop the new Official Community Plan.
- Prepare and implement a Transportation Master Plan.
- Implement the *Regina Downtown Neighbourhood Plan*.
- Develop major City industrial land holdings, including North Argyle Park and Ross Industrial Park.

Our Outcomes

- A compact and sustainable urban form and sufficient supply of land for future growth.
- Increased pedestrian, bicycle and public transit use.
- Optimization of existing infrastructure capacity.
- Directed investment to enhance the vibrancy of downtown.

Achieve Operational Excellence

Our Key Areas of Focus

Corporate

- The development and implementation of activities in a divisional customer service plan, aligned with the Corporate Customer Service Strategy, ensuring that sufficient capacity and resources exist for thorough, effective, and timely response to customer inquires and the various applications processed by the division.

Divisional

- Implement Planning & Sustainability Fee and Operational Review.
- Undertake Development Engineering Fee and Operational Review.

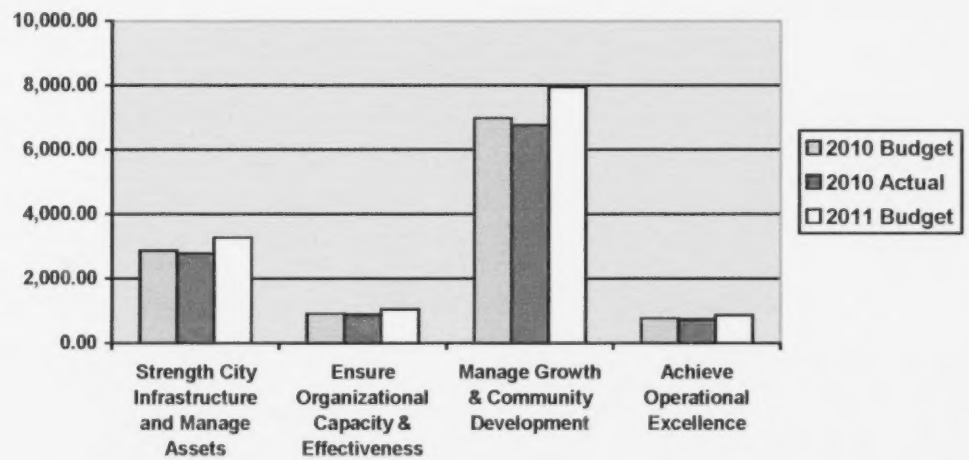
Our Outcomes

- Increased customer awareness and involvement.
- Increased customer satisfaction.
- Efficient, customer-focused processes.

Operating Expenditure Summary ($000's)

To achieve the City's Strategic Priorities the Planning and Development Division has estimated its total allocation of operating budget as follows:

Strategic Priority



In a more traditional format, the Planning and Development Division has summarized its operating budget as follows:

Business Unit

Expenditures	2010 Budget	2010 Actual	2011 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Office of the GM/Administration	542.0	471.1	**392.6**	(149.4)	(27.6)
Planning & Sustainability Department					
Office of the Director	864.1	927.1	**1,501.4**	637.3	73.8
Building Branch	1,651.7	1,596.1	**1,962.3**	310.6	18.8
Development Review Branch	816.4	615.7	**1,030.1**	213.7	26.2
Comprehensive Planning Branch	937.9	1,193.6	**1,178.4**	240.5	25.6
City Centre Branch	687.1	685.7	**541.9**	(145.2)	(21.1)
Development Engineering Department					
Office of the Director	395.8	369.3	**394.0**	(1.8)	(0.5)
Technical Services Branch	857.0	825.9	**852.6**	(4.4)	(0.5)
Infrastructure Development	693.3	740.4	**923.3**	230.0	33.2
Assessment & Taxation					
Assessment Valuation Branch	2,253.1	2,120.4	**2,305.4**	52.3	2.3
Property Tax & Administration Branch	1,828.2	1,624.9	**2,041.8**	213.6	11.7
Total	11,526.6	11,173.2	**13,123.8**	1,597.2	13.9

Expense Object

Expenditures	2010 Budget	2010 Actual	2011 Budget	Budget Change Dollar Change	Budget Change Per Cent Change
Salaries & Benefits	10,927.2	10,203.0	**11,984.3**	1,057.1	9.7
Employee Related Payments	145.9	190.9	**181.9**	36.0	24.7
Office & Administrative Expenses	324.1	447.3	**363.2**	39.1	12.1
Professional & External Services	622.0	621.9	**445.7**	(176.3)	(28.3)
Materials, Goods & Supplies	105.3	135.9	**104.6**	(0.7)	(0.7)
Community Investments	-	268.0	-	-	-
Other Expenditures	217.2	274.1	**148.3**	(68.9)	(31.7)
Intra-Municipal Services	(815.1)	(828.0)	**(340.2)**	474.9	(58.3)
Transfer to Reserve	-	(139.9)	**236.0**	236.0	100.0
Total	11,526.6	11,173.2	**13,123.8**	1,597.2	13.9

Costing Fund

The Planning and Development Division provides service to other Divisions that are charged out to their operating budgets. On a stand-alone basis, these costs are reflected as follows:

				Budget Change	
Expenditures	2010 Budget	2010 Actual	**2011 Budget**	Dollar Change	Per Cent Change
Real Estate	659.9	741.6	**2,948.6**	2,288.7	346.8

Staff Complement

Full Time Equivalents	**2010**	**2011**
Permanent	133.8	150.4
Casual	7.5	2.5
Total	141.3	152.9

Note:
Budget and Actual numbers and the FTE's have been restated to reflect the current organizational structure.

Analysis of Operating Expenditure Budget Change

Details		($000's)
2010 Budget		11,526.6
1.	Salaries and Benefits - includes cost changes resulting from in range progressions, classification reviews and employer benefit costs, including increases in the City's contribution to the Employees' Pension Plan and benefit programs. This also includes the addition of 1 Permanent Senior Planner which was offset by a reduction in other accounts. (Base)	369.3
2.	Manageable Reductions. (Base)	(113.7)
3.	Allocated internal charges. (Base)	(111.8)
4.	Condo Rebate Program. This cost was previously reported under Solid Waste Management within the Public Works Division. (Base)	161.5
5.	Other Base Price Increases other than salary. (Base)	46.0
6.	The Planning & Sustainability Department is implementing a Fee Renewal Strategy which establishes a full-cost recovery fee-for-service strategy in the areas of building inspection, building permit examination and issuance, and development application review and approval, are aligned with customer service targets. In order to meet the service targets a number of positions were added in the Building, Comprehensive Planning and the Development Review Branches. The increased expense is offset by the increased Building and Planning fees. (On-going) (12.0 Permanent FTE)	640.0
7.	Development Engineering department has reinstated the Subdivision Inspection program as a result of several events in 2010 have demonstrated the need to reinstate a stronger City role in ensuring new assets in growth areas are built and brought into operation in a way that supports the safety of our community and the long-term performance of the new infrastructure rather than transferring the responsibility for these new assets to the developers' consultants and contractors. This program requires the addition of three Development Assistants salary plus employee related expenses. (On-going) (3.0 Permanent FTE)	225.8
8.	Development Engineering department has added a Transportation Technologist to support design, site services and modelling for transportation. (On-going) (1.0 Permanent FTE)	73.4
9.	Less 2010 One-time approved funding requests.	(475.0)
10.	Corporate Overhead Allocation.	545.7
11.	Transfer to Proposed Planning & Sustainability Reserve.	236.0
2011 Budget		13,123.8

Note:
Base request funding – represents an increase in cost necessary to maintain current service levels.
Addition request funding – represents expenditures that would be ongoing past the current budget year.
Special request funding – represents one-time expenditures for the current budget year.
Manageable Reductions – represents controllable and sustainable cost savings

Capital Investment Program

To achieve the City's Strategic Priorities the Planning & Development Division has estimated its total allocation of capital investments according to both Strategic Priority and functional Business Unit as follows:

Strategic Priority

Expenditures (000's)	2010 Budget	2010 Actual	**2010 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Strengthen Infrastructure & Manage Assets	-	-	**5,193.0**	5,193.0	-
Ensure Organizational Capacity & Effectiveness	-	-	-	-	-
Manage Growth & Community Development	11,137.0	12,095.1	**22,282.0**	11,145.0	-
Achieve Operational Excellence	-	-	-	-	-
Total	11,137.0	12,095.1	**27,475.0**	16,338.0	146.7

Business Unit

Expenditures (000's)	2010 Budget	2010 Actual	**2010 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Real Estate					
Land Development	1,095.0	178.4	**2,800.0**	1,705.0	155.7
Planning & Sustainability					
Downtown Development	2,892.0	5,321.0	-	(2,892.0)	(100.0)
Official Community Plan	500.0	-	**1,975.0**	1,475.0	295.0
Development Engineering					
Roadway Network Improvements	6,650.0	6,440.4	**22,700.0**	16050	241.4
Other Transportation Projects	-	155.3	-	-	-
Total	11,137.0	12,095.1	**27,475.0**	16,338.0	146.7

Summary of Capital Investments

Details		($000's)
1.	Land Development Projects - relate to the City's role in developing industrial land in Ross Industrial Park Phase II, North Argyle Land Development and other areas.	2,800.0
2.	Official Community Plan - this project will result in a new Official Community Plan (OCP) for Regina, replacing the Regina Development Plan. The plan will define what kind of city Regina intend to become and will include a policy framework to guide how it will get there.	1,975.0
3.	Roadway Network Improvements & Other Transportation projects - consist of new road construction for locations approved as part of the Regina Road Network Plan. The majority of the locations are adjacent to new development areas and are partially funded by Servicing Agreement Fees.	22,700.0
2011 Budget		27,475.0

Costing Fund Budget Summary

Overview

The Costing Fund was established to account for operations that are not part of either the General Fund or the Water and Sewer Utility Fund. The Costing Fund includes:

- Real Estate, which carries out all real estate-related services for the City. This includes buying and leasing properties when required for City operations, selling or leasing City-owned properties, performing land development functions, selling properties taken through tax enforcement, and providing real estate services, information and advice to all city departments.

- Facilities Management Services which includes the day-to-day operation and maintenance of City-owned facilities.

- Fleet Services, which includes management and maintenance for the City's civic fleet and management of Transit and Fire fleet assets, as well as Central Stores and the Fuel/Lube Centre, including the Natural Gas Vehicle Program.

- The Print Services and Computer Leasing operations in Information Systems. Print Services is an in-house print shop, with the objective of providing quality output in a timely and cost effective manner. This includes responsibility for output devices (copiers, multi-functional and networked printers) and desktop computers.

- Roadways Operations – provides for the maintenance and repair of roadway and sidewalk cuts made by the City's Water and Sewer Services. The costs of the repairs are charged to the Water and Sewer Utility Budget.

- Granular Materials Supply and Asphalt Plant Operations – purchases, inventories and processes granular materials, soils and other landscape products and recycled materials such as steel slag, crushed concrete and crushed asphalt. The Asphalt Plant produces a variety of asphalt mixes for paving, cut repair and patching.

- Open Space Landscape – this operation provides landscape services, with the costs charged to operating or capital budgets within Community Services and other Departments, or in some instances to external organizations.

Pursuant to the policy of City Council, the net revenue generated by Real Estate is transferred to the General Fund Reserve. The net revenue can vary substantially due to the volume of land sales. A land development reserve is proposed which would act as recipient of these funds instead of the General Fund Reserve, pending Council approval, and bylaw amendment.

For other operations in the Costing Fund, the purpose of the costing fund is to function as a cost distribution mechanism. All of the costs are allocated to other operating and/or capital budgets.

Costing Fund Expenditure Summary ($000's)

Expenditures	2010 Budget	2010 Actual	**2011 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Corporate Services:					
Facilities & Energy Management	6,086.4	6,327.1	**6,218.7**	132.3	2.2
Fleet Services	16,583.7	20,865.1	**17,518.4**	934.7	5.6
Information Systems	1,472.9	2,245.4	**1,516.8**	43.9	3.0
	24,143.0	29,437.6	**25,253.9**	1,110.9	4.6
Public Works:					
Granular Material & Asphalt Plant	6,151.4	5,713.8	**6,600.2**	448.8	7.3
Roadway Operations	1,329.8	1,767.4	**1,367.5**	37.7	2.8
	7,481.2	7,481.2	**7,967.7**	486.5	6.5
Community Services:					
Open Space - Landscape	1,457.6	1,467.8	**1,480.3**	22.7	1.6
Planning & Development					
Real Estate	659.9	741.6	**2,948.6**	2,288.7	346.8
	33,741.7	39,128.2	**37,650.5**	3,908.8	11.6

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